

APRIL 20, 1937



TWENTY CENTS

# Sales Management

- ★ Sales Policy Housecleaning Pulls Quaker City Rubber Company Out of the Red
- ★ A Test for Your Salesmen on What They Know About Prices — By B. R. Canfield
- ★ Trailers Prove Potent Sales Builders for Companies in Many Industries
- ★ Five Reasons Why Our Business Letters Bore People to Death—By R. R. Aurner
- ★ Significant Trends—Spotlight—Scratch-Pad—Designing to Sell—Sales Letters

THE MAGAZINE OF MODERN MARKETING



## LET'S TALK BUSINESS . . .

**T**his salesman has been invited to dinner. And the V-P talks more than politics over an evening's cigar.

Such salesmen are scarce—and expensive.

FORTUNE is neither. With 130,000 ten-dollar subscribers, it is not scarce. At a penny an executive, not expensive.

Yet FORTUNE presents your sales-story to this same Vice-President (and thousands of others) in this same receptive mood. With easy familiarity, FORTUNE carries your advertising into the homes of the country's leading executives, talks to them as they talk to one another.

In the automobile industry alone, FORTUNE reaches 417 of the ranking officers and directors in 22 of the biggest companies. In any industry, it's the same\*. These important men PAY to see FORTUNE, and tell us they READ the advertising pages. (89% say they thumb through these advertising pages before turning to editorial reading.)

You'll see the difference in actual results if you talk business in the homes of 130,000 executives—in FORTUNE.

*\*We will gladly demonstrate FORTUNE's coverage in other industries.*

**FORTUNE**

135 EAST 42nd ST., NEWYORK









"Say, did you see where CHEVROLET  
bought 'THIS WEEK' and got **BOTH**?"

## *It's a* **DOUBLE!**

Some advertisers use magazines to make a hit with their public. Some use newspapers to get to first base with their dealers. But the smart ones are learning that it costs no more to "bat out a double"; to buy "THIS WEEK," and get—

### ★ **MAGAZINE POWER** *and* ★ **NEWSPAPER SALES PUNCH**

In "THIS WEEK" you get over 4,700,000 magazine circulation—concentrated thru 21 great metropolitan newspapers that reach an average of 1 in every 3½ families in their key markets ★ In "THIS WEEK" you get a rich magazine color-page at less than ¼¢ per family—and you can localize that ad, newspaper-style, to fit each of your 21 markets ★ In "THIS WEEK" you get top-notch fiction and features to attract all the family—plus the shopping influence of the local newspaper, to win retailer and public alike.

Give "THIS WEEK" the clean-up position on your magazine line-up.

**"THIS WEEK" MAGAZINE**

# THE HUMAN SIDE



## O. G. "Smiles"

Among the 3,500,000 entries thus far in P. Lorillard Co.'s \$200,000 puzzle-solving contest for Old Gold cigarettes (Lorillard is said to expect 5,000,000 by the end of the contest next month) was one which particularly intrigued executives in charge.

A rule of the contest is that three O. G. wrappers, or *facsimiles*, are to be submitted with solutions of each weekly series of six puzzles. A certain colored entrant was not familiar with that word "facsimiles." Or maybe he thought that Lorillard had made a misprint.

At any rate, he has been submitting a series of hand-drawn smiling faces. To him "facsimiles" meant "*face smiles*."

## Long Live Goodrich

B. F. Goodrich Co., Akron, received a "complaint" the other day from Brian Stack, 7 Mowbray Road, Edgware, Middlesex, England. Certain Goodrich "tyres" which Mr. Stack bought 37 years ago were beginning to leak.

"They leak gradually and not through the valve," he wrote. "They are rather old, being single tube tyres of 1900 date of manufacture. They are on a Locomobile steam car which I am overhauling for a famous collector. . . . He is very keen on using the same tyres on the few runs that are made in this country every year to show how motoring used to be. . . ."

"Have you any useful ideas on how to treat these internally to cure their porosity? For instance, how about putting a half-pound of thick rubber solution in each tyre?"

Goodrich forthwith sent Mr. Stack a compound developed by its technical men which should preserve the tires a few years more.

## Orchids to Advertisers

Some twelve dozen Dallas advertisers gasped recently when a messenger delivered into their hands the April *Rendezvous*, with gold cover, and dewy purple orchids in square Cellophane boxes. The stunt was staged to celebrate that magazine's first birthday. It cost 24-year old editor Jack Edwards \$375, but it brought in four times as much business as that sum and almost faster than Mr. Edwards could say, "Jack Robinson."

"The orchids were just to show our appreciation," said Mr. Edwards.

*Rendezvous*, however, is a siren. It spends all its ardor where the courting pays most. Mr. Edwards is cautious about such matters. (For instance, he sticks to an editorial formula of 40% advertising and 60% reading matter because "if we unbalance that formula by 1%, we lose money—which is something we quit doing several months ago.") And, consequently, *Rendezvous* is doing well in what Mr. Edwards considers the hardest city in the United States to crack with a society magazine.

*Rendezvous*, copyrighted, has no paid circulation. It goes out

gratis monthly on quality paper with quality art to 6,000 of the wealthiest families in Dallas, each family, according to income reports, making over \$6,500 a year.

In October, it will branch to Ft. Worth and Houston. Next it will go to New Orleans. Gradually, its branch editors and sales staffs will cover the nation, Mr. Edwards promised—"witching its way with orchids!"

## Cooking in the Dark

Miss Gretta Griffis is the world's only blind cooking school demonstrator. Miss Griffis was born blind and was reared in El Dorado, Kans. A graduate of McPherson college, she later entered the University of Chicago where she received a master's degree in psychology.

Returning to her home she told her parents that she wished to learn to cook, since she was ambitious to become an efficient home-maker. Fearing to give her the use of an open-flame burner, her father purchased a Hotpoint electric range. Soon her fame as a cook spread through her home town.

The manager in charge of the Edison General Electric appliance store in El Dorado heard about her and one day got a bright idea. Dealers and salesmen were coming into El Dorado for a sales meeting and he asked her to show them how easy it was for a blind girl to cook on a Hotpoint range.

She readily agreed and her career was launched. Other Hotpoint sales executives sought her services and, not long ago, the main office executive in Chicago sent for her. She has developed a



Miss Gretta Griffis, only blind cooking school demonstrator in the world. The background is "theatre," to illustrate the "streamlined" sales campaign for GE Hotpoint appliances.

precise routine, has been made the "star" of a specially prepared sound film to be shown all over the country, and is now out on the road making personal appearances.

Her first tour started in Vermont and took in a considerable number of eastern points. Besides emphasizing the ease and safety of electric cooking, she has opened up a new field. Electric ranges have been going into the homes of the blind in surprising numbers. A representative of SM talked with her and she said:

"Cooking is not very difficult for me. I can feel the hands of the clock. I can feel the notches on the heating gadgets. I can tell when to turn a pancake by the sound of the sizzling. I can bake a swell angel food cake. Audiences fussed me up a bit at first but I've gotten over that. I enjoy my work immensely. It's great fun."

## New Life for Goldfish

You must believe this story, for it was written by Nancy Frazer. Miss Frazer in private life is Mrs. Earle Meyer, wife of the executive secretary of the Advisory Committee on Advertising of the

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright April 20, 1937, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. April 20, 1937. Volume XL. No. 9.

# National Magazine *Number One* — and Its **BIG** Page



**T**ODAY, as always, dominant size grips attention and commands respect. Interest centers on the biggest buildings, the biggest bridges, the biggest boats . . . paying frank tribute to the universal lure of impressive size.

One magazine . . . irresistible in editorial appeal and format . . . provides a page of *giant* proportions, nearly 2½ to 4 times the size of other magazines. Week after week this magazine . . . The American Weekly . . . focuses the rapt attention of more than 5,500,000 families . . . the world's greatest market for every type of consumer merchandise from motor cars to toiletries.

When manufacturers feature their products in powerful color pages in The American Weekly they command the undivided advertising interest of this vast, responsive readership. For each color page . . . flanked by fascinating editorial material . . . has the added advantage of dominant size obtainable in no other national magazine.

In this giant space unit, headlines can be dominant . . . impressive. There is also ample room for smashing illustrations with type large enough and text long enough for a strong, *readable* selling message.

There is no need to sacrifice one important unit for another. Copy need never be cut to brief telegraphic sentences nor illustrations cramped in pigmy areas. Ample space is provided to feature merchandise in use or . . . frequently in *actual* size . . . illustrated just as the buyer will see it in retail outlets.

In other national weeklies, advertisers who seek equal dominance and space enough for a selling message must resort to double spreads.

But even those are not so big or powerful as a single color page in The American Weekly. For here is the biggest impression on the biggest audience in the biggest market in the world.

For the advertiser who wants even greater space, the largest single unit purchasable in any national publication is a double spread in four

colors in The American Weekly. This spectacular display . . . the most resultful in advertising . . . costs \$36,000 per issue.

The American Weekly won and holds its tremendous readership through the magic of an infallible editorial formula laid down and applied by an editor who knows what interests people and why. Universal in appeal . . . The American Weekly sways the emotions and influences the lives of men and women in all walks of life.

Here is the reason why more families buy and more families read each issue of The American Weekly than any other publication in the world. It is the reason for selection of The American Weekly by the nation's foremost advertisers.

## *Where this Magazine goes*

The American Weekly is the largest magazine in the world. It is distributed through the 17 great Hearst Sunday newspapers. In 627 of America's 995 towns and cities of 10,000 population and over, The American Weekly concentrates 67% of its circulation.

In each of 174 cities, it reaches better than one out of every two families  
In 144 more cities, 40 to 50% of the families  
In an additional 134 cities, 30 to 40%  
In another 175 cities, 20 to 30%

. . . and, in addition, more than 2,000,000 families in thousands of other communities, large and small, regularly buy and read The American Weekly.



## *Cock-A-Doodle-Do!*

In the first three months of 1937 (January, February and March) The American Weekly made a substantial increase in advertising lineage and revenue over the same three months in 1936.

# THE AMERICAN Greatest Circulation in the World WEEKLY

*"The National Magazine with Local Influence"*

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . ARCADE BLDG., ST. LOUIS . . . EDISON BLDG., LOS ANGELES  
HEARST BLDG., SAN FRANCISCO . . . GENERAL MOTORS BLDG., DETROIT . . . HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA

APRIL 20, 1937

[799]





*and takes equal pleasure*

in *repeating* that it is the exclusive national representative for the sale of spot time on the Columbia Network stations in 8 *other* major American markets:

WABC	☆	NEW YORK	☆	50,000 watts
WBBM	☆	CHICAGO	☆	50,000 watts
KMOX	☆	ST LOUIS	☆	50,000 watts
WCCO	☆	MINN.-ST PAUL	☆	50,000 watts
WBT	☆	CHARLOTTE	☆	50,000 watts
WJSV	☆	WASHINGTON	☆	10,000 watts
WEEL	☆	BOSTON	☆	5,000 watts (day) 1,000 watts (night)
WKRC	☆	CINCINNATI	☆	5,000 watts (day) 1,000 watts (night)

RADIO SALES also represents the COLUMBIA PACIFIC NETWORK—in conjunction with the Sales Department of the Columbia Broadcasting System.

**INFORMATION** on live talent, programs, and open time available for any of these stations is yours on request at any RADIO SALES office.

**RADIO SALES**—a division of the COLUMBIA BROADCASTING SYSTEM. Offices: NEW YORK, 485 Madison Ave., Wickersham 2-2000 • CHICAGO, 410 North Michigan Ave. Whitehall 6000 • DETROIT, Fisher Building, TRinity 2-5500 • LOS ANGELES, 5939 Sunset Boulevard, HOLlywood 3101 • SAN FRANCISCO, 601 Russ Building, GARfield 4700

[ 800 ]

Proprietary Association. Mr. Meyer's job is to keep packaged medicine claims straight.

Professionally, Miss Frazer writes publicity for various divisions of Sterling Products, Inc.

A Chicago user of Bayer aspirin wrote that during a bridge session with neighbors, one of his goldfish floated to the top of the water in a state of coma. Fresh water failed to revive it. One of the group—facetiously, perhaps—suggested aspirin.

A tablet of Bayer aspirin was dissolved in a quart bowl. Within 15 minutes the goldfish was himself again.

### Show-Coach to the Rescue

When RCA-Victor started its giant show-coach trailers on the road last Winter to demonstrate all kinds of radio equipment the general idea was that it would just help sell radio. But the company reckoned not with a freak Texas ice storm that struck the town of Tyler a month ago, paralyzing telephone, telegraph, electric, bus and railroad service and isolating the town for two days.

The coach that had reached Tyler the day before the storm carries a 3-kilowatt generator. This little portable plant came to the rescue of the town. When everything went blotto, the coach quit the radio selling business, drove up to the home of J. M. Burke, Jr., owner of amateur station W5EME, and for two days and nights supplied the current that handled all the telephone and telegraph business in and out of Tyler by short-wave.

Frantic calls by individuals, business messages and everything else that could go through the air formed a conglomerate stream. Two amateur operators, a professional radio announcer and Harold D. Knapp, engineer in charge of the coach, worked in relays at the single little mike. For those two days the Tyler *Morning Telegraph* got all its outside news with the aid of a stenographer sitting beside the station operator. It issued a "short wave radio paper," in much condensed form. The show-coach "rescued" Tyler. There is, however, no graph at hand to show how Tyler's gratitude hiked the sales of RCA-Victor radio.

### A Job for Mr. Harris

The postman brings a lot of requests for help in finding jobs for people in sales and advertising work.

One of the most unusual applicants—on two counts—in SM's 19 years is William C. Harris, 201 Palisade Avenue, Jersey City. In the first place, Mr. Harris is somewhat handicapped by infantile paralysis. Getting around, we imagine, is difficult.

But in the second place, it would seem that he can attract more attention staying in one place than most people can by moving around. He weighs 400 *pounds*. It is an "easy matter," says he "for me to attract a crowd."

Mr. Harris would like to "use myself for demonstration purposes to advertise the article I am handling." He would like the "names of firms to contact for distribution of samples, etc."

### Mice and Editors

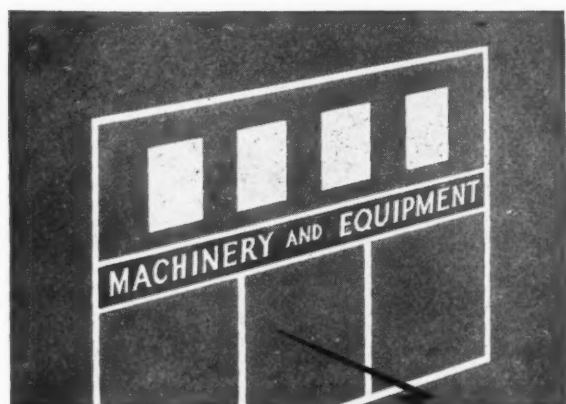
Visitors to SM's editorial offices are sometimes startled to see the staff engaged in non-editorial pursuits. Last week, for instance, callers were treated to the sight and sound of leg and deskmen rendering a ballad:

"The Swiss all love their cheeses,  
The Chinese love their rice,  
But oh! oh! (squeek, squeek, squeek)\*  
I love those singing mice"

The asterisk indicates sound effect (by SM's production manager) made by squeezing a rubber gray mouse. Words and music of the song and the toy were sent us by National Broadcasting Co. in celebration of the National Singing Mouse Contest, heard recently on that network. We don't know who won. But SM, Inc., lost, because the staff sang on company time. Promotion pieces are worse than sit-down strikes for slowing up production.

SALES MANAGEMENT





That's the kind of "subscription orders" that make up Mill & Factory's circulation! And they come straight from the men who know — the salesmen of the country's active industrial machinery and supply distributors.

Industry's suppliers are in almost daily touch with industry's key buying factors. They keep Mill & Factory informed of new men, of shifts, of subscriptions that should be canceled. They see that a personal copy is on the desk of the men who say "yes" or "no" on industry's purchases, many of whom *never see* a magazine that comes on a "company subscription."

That's why your advertisement in Mill & Factory, well produced and surrounded by worthwhile editorial material, nearly always reaches its mark.

# MILL & FACTORY

A Conover-Mast Publication

Advertising Offices: NEW YORK — 205 E. 42nd Street; CHICAGO — 333 N. Michigan Avenue

*Personal Copy* CIRCULATION TO THE *Known* INDUSTRIAL BUYING FACTORS

APRIL 20, 1937

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# Sales Management

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### Notes from the Managing Editor's Desk

We had a theory that the average home is much better equipped with things men habitually use—like hammers and lawnmowers and ladders—than with things women use—like mechanical food mixers, cookie sheets and deep fat thermometers. We asked Market Research Corporation to do a survey to see if our suspicions were justified. Their report will make\* interesting reading in the May 1 issue. It shows, among other things, that utility products need better advertising and better merchandising and—better product design.

Coming: Another article by W. C. Dorr, missionary salesman for the Ingersoll-Waterbury Co. This one deals with the changed status of small independent merchants under the new legal set-up.

Dr. D. Jayne & Sons, Inc., makers of Dr. Jayne's "Vermifuge" and related medical products, have a unique plan for encouraging retail dealers to advertise. Under it they have won cooperative space in newspapers in 500 cities. Watch for an article in one of the May issues which explains the system.

Have you studied the last issue of SALES MANAGEMENT? — the one carrying the annual county-by-county estimate of buying power? Check the information in it against your own sales figures and you may discover some important weaknesses in your marketing plan.

—A. R. HAHN.

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THE QUEEN OF  
SHEBA LIVES AGAIN

in

*Phenomenon*  
ELECTRIFYING HISTORY"

to

**BUILD LOAD**

for

**Power & Light Companies**

**Tested RADIO Program  
and Merchandising Plan**

Radio's most unusual romantic-adventure serial—created exclusively for the electrical industry. An audience-tested plan for *building increased load*—a plan that covers every phase of the sales problems now confronting you. In electrical transcription form—Hollywood and Broadway artists—offered at practical prices. Auditions immediately available. Send for details.

MIDLAND BROADCASTING CO., Kansas City, Mo.

*Custom-Built For  
Electrical Industry*

High spots of history...with thrilling innovations...to entertain while educating all ages to greater use of electric current and appliances. Not syndicated material—entirely new—exclusively for Power & Light Companies.

**SUCCESSFUL**

Already tested by actual broadcasting for the industry...a proved merchandising plan to build load—by radio!

**WRITE OR WIRE for  
"FLICK THE SWITCH"**

**ANOTHER KMBC  
TESTED FEATURE!**

**RADIO AND SCREEN STARS**

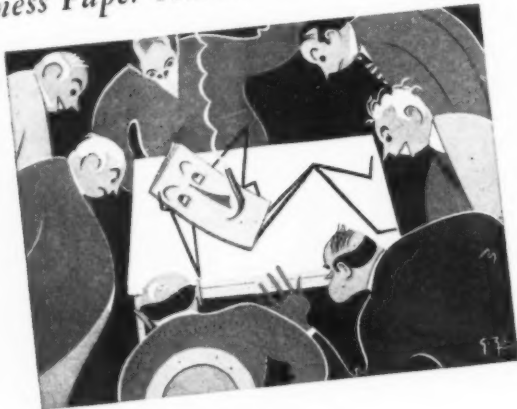
★ Hugh Conrad  
"March of Time"

Claude Rains ★ Jean Colbert  
Fred MacKaye ★ Robert Frazer

**NOW READY FOR BROADCASTING**

— a sales manual which describes the load-building possibilities of Phenomenon; also a beautiful illustrated brochure.

*A Business Paper Advertisement Writes Home*



Dear Boss:

I can't rest a minute here without drawing a crowd!

These TEXTILE WORLD readers shove around me like high school kids after a movie star. And we're learning a lot from each other. You know, I always thought that "textiles" meant just clothes. But they don't. A tremendous amount of this industry's output goes into general industry -- and how these looms are humming!

In calling around on some 30,000 Big Bobbins and Chief Shuttles, Boss, I'm amazed at the activity. Take any line -- Wool, Cotton, Rayon and Silk, Knitting, Dyeing and Bleaching -- they're all ahead of the best days that 1929 ever saw, and you know '29, Boss. In fact the Textile Industry was one of the first to top '29, and '37 is going to be even bigger.

The textile boys themselves are making dough. So the gents who sell the machinery, supplies and equipment are working nights to try and keep pace with the orders. The orders are busting off the spindles in every line connected with it, Boss -- and we're getting ours!

This TEXTILE WORLD gives me an "In" here that's all wool and a yard wide." They all "cotton" to me (get it, Boss?). Another thing I notice:-- textiles are using more and more of one another's products. I know this because I get into every State, and I cover all lines. Well, I've got to dent the kapock for a few winks now, Boss. Don't work a guy to death just because McGraw-Hill lets you do it for a fraction of a cent a call, will you? Be human, Boss.

*J. Telleur*

P.S. You know, TEXTILE WORLD is only one of McGraw-Hill's 25 business papers. Perhaps it would pay you to spread me a bit farther -- who knows?



# Advertise *First* in Magazines that Men *Want* *Ask For...Pay For* *Use Business Papers*

When your sales message hits the print of a ranking business paper, there's no uncertainty about its destination. Its readership is hand-picked for the men who manage and direct, operate and maintain! Its home is not a living room table — but an office, a mill, a plant. It calls by invitation, and is paid for making the call.

## *Minimum Waste Circulation*

Business papers are as necessary to the conduct of successful business as blueprints to an architect. They are regular consultants and valued authorities on the particular problems of an industry. Men *want* them . . . ask for them . . . *pay for* them — in advance.

The business paper gives your sales message the absolute minimum in waste circulation. It doesn't burn up a dime competing with personal or family appeals. It has, therefore, a higher purchasing power, per reader, than any other form of media which you could name.

Approximately 3000 advertisers have testified by acceptance that McGraw-Hill Publications perform a selling job that is second to none. An editorial influence of over 50 years' duration lends its prestige to your advertising in any McGraw-Hill paper. The strongest proved readership in any medium awaits your message. Use it!

# McGraw-Hill Publications

*"The Best Sellers in Industry"*

American Machinist	Chemical and Metallurgical	Electrical West	Factory Management and	Power
Aviation	Engineering	Electrical Wholesaling	Maintenance	Product Engineering
Bus Transportation	Construction Methods and	Electrical World	Food Industries	Radio Retailing
Business Week	Equipment	Electronics	Industrial Selling	Textile World
Coal Age	Electrical Contracting	Engineering and Mining Journal	Metal and Mineral Markets	Transit Journal
	Electrical Merchandising	Engineering News-Record	Mill Supplies	

McGraw-Hill Publishing Company, Inc., 330 West 42nd Street, New York, N. Y.

# END OF THE CHRYSLER STRIKE

*means a new beginning  
in Detroit!*

- 65,000 Chrysler employees \* swing back into action — and with them a payroll of nearly a half million dollars a day.
- 66% of all Chrysler workers and their families read the Detroit Times, according to a recent R. L. Polk survey.
- And 80% of the Chrysler Corporation's executives and their families read the Times, too.
- Almost \$300,000 a day earned by Times-reading Chrysler employees—\$1,500,000 a week — OVER \$6,000,000 A MONTH!
- The families of the Chrysler workers and executives do not only READ the Times but they RESPOND to Times advertising and they BUY the products advertised in the Times!

*\* The settlement of the Chrysler strike also puts back to work 17,000 Briggs' automobile body builders. 62% of these men and their families are regular Times' readers.*

## DETROIT TIMES

# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending April 20, 1937:

## Danger Signal

When President Roosevelt, in a press conference, said that production was exceeding consumption, he may have been referring to current studies of the Federal Reserve Bank of New York. They show that as of January this year production was 89% of normal and consumer buying 79%.

• • • The American Federation of Labor, in its current bulletin, calls attention to this Federal Reserve study and draws the conclusion "that since cost of living will probably rise by about 8% during the coming 12 months, wages must increase by that amount this year merely to keep pace with living costs. But this is not enough. Workers' buying power must be lifted to substantially higher levels if our present prosperity is to last . . . Consumer buying is not keeping pace with production. This shows the beginning of unbalance which, after it has continued for a time, can have only one result—another business depression."

• • • April bulletins of the Federal Reserve Banks confirm to some extent the contention of the A. F. of L. Both in January and in February gains in wholesale business and in inventories were greater than the increases in retail (department store) trade. In the New York Federal Reserve area, for example, the February sales of wholesale firms averaged 17.9% higher than a year ago as against an increase in department store sales of 7% and a rise in chain store sales of only 0.9%. Department store stocks of merchandise on hand, at retail valuation, were 20.7% higher than a year ago.

• • • The viewpoint of those who believe that it is a danger signal when the production index rises above the consumption index is well expressed by a writer in *The Nation*: "Although rising prices normally act as a stimulant of production and employment, they carry with them fundamental maladjustments. Profits skyrocket more rapidly than prices, and prices rise more rapidly than wages. Salaried employees and others living on a fixed income find their buying power drastically reduced by the advance in the cost of living. The result is that production, spurred by the exceptional profits, tends sooner or later to expand

more rapidly than the market, which is dependent on consumer buying power. In theory the decline in the buying power of wage-earners and salaried employees is more than offset by the increased prosperity of shareholders and business men. But it happens that these groups, being on a somewhat higher income level, tend to save a large proportion of their new-found income, thus adding to the congestion of the capital market at a time when the demand for new investment is beginning to be checked by low consumer buying power."

• • • According to Colonel Ayres of the Cleveland Trust Co., during the period between the depression of 1921 and the beginning of this depression the proportion of all factory workers who were making durable goods averaged about 52%. In the worst period of the depression it dropped to 39%, and it has been slowly rising for the past four years. "It will probably regain its old relationship during this recovery period and perhaps before the end of 1937."

• • • Employed factory workers in February, according to Bureau of Labor Statistics figures, had an average weekly pay of \$24.74. Compared with the cost of living in February this weekly wage had a 1929 buying power of \$29.46. Many groups or individuals representing management or capital compare today's real income against the 1929 base, but labor groups compare it with 1933. If the 1933 dollar was worth 100 cents, today's is worth about 88 cents and, if applied to that average, a February factory pay envelope of \$24.74 means a real income of \$21.77.

• • • What the labor groups fail to mention in their studies is that the total national income of industrial workers has increased 81.3% and the average weekly earnings per factory worker 40.6% from the 1933 average to February of this year. This would seem to leave a good-sized surplus over and above the increase in the cost of living.

• • • According to a computation made by the American Retail Federation, there has been an 11.8% gain in "real" earnings of workers in 89 manufacturing industries from February, 1936, to the same month this year. The gain among workers in durable goods industries was twice as great as among those in consumption goods.

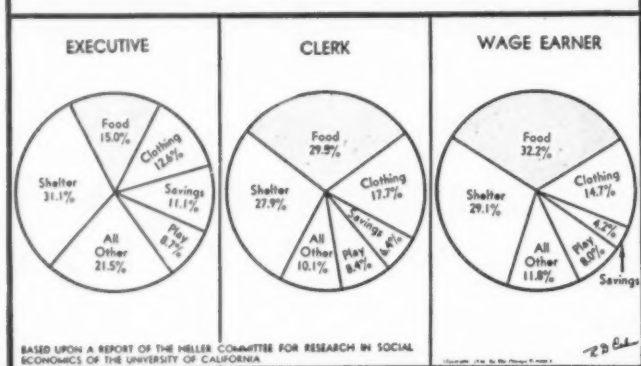
The April issue of the Brookmire Economic Service's Consumer Income Map shows an almost complete absence of "poor prospects" sales territories. The great majority of states and territories are solid black, indicating good prospects, with the balance labeled "fair prospects" except for a small area hit hard by this year's dust storms. Brookmire estimates that consumer income for the next six months will average 23% better than a year ago with the following states leading in percentage gains: North Dakota 37, Connecticut 31, Nevada 30, Ohio 29, Indiana 27, Illinois 27, Florida, Alabama, Mississippi, Arkansas and Arizona each 26, and Washington and Oregon 25.

Brookmire estimates income changes; L. D. H. Weld, director of research for McCann-Erickson, Inc., estimates for Dun & Bradstreet each month regional changes in retail trade. For January he shows a national gain of 18.9% over the same month a year ago, with Chicago topping the list with a 29.3% gain.





## What a Wage Earner, Clerk and a \$5600 Executive Do with Their Income



This chart, which shows how various groups disposed of the family dollar, is one of 225 selected charts appearing in the 1937 edition of the *Chicago Tribune Chart Book*—and well worth a half dollar from any business executive's pocket. They were prepared under the direction of R. D. Cahn and a number have been reproduced on these pages during the past year.

## Ford's Dividends

William J. Cameron of the Ford Motor Co., devoted his Ford radio hour address a fortnight ago to replying to this question from an eastern state listener: "If all Ford profits had been given to the help, how much additional would they have received?"

• • • The Cameron answer is such good ABC economics that we are inclined to urge every subscriber to send for a copy of the talk. First Mr. Cameron took the inquiry literally and said that if all the profits had been divided among the workers there would today be no Ford employees, no Ford profits, and no Ford Motor Co.—that if Henry Ford had called his men together every week and divided among them the week's profit, there would have been nothing left for experiment, equipment, improvement and growth. The little shop would have stayed little. Its crude methods would have remained crude. Its primitive car could not have advanced beyond the primitive stage.

• • • "Profits," said Mr. Cameron, "are what a business grows on. Profits support a business in the same way that wages support a family. If the Ford profits had been divided each week the little Ford shop would have drifted further and further behind, grown more and more antiquated, until eventually it disappeared, and its original 75 men would have been out. They would not have grown into the 125,000 men we see today."

• • • Records of Ford profits and dividends have been very carefully guarded and this is the first time that a spokesman for the company has given out positive information. Mr. Cameron stated that Ford profits during the past 33 years had amounted to \$844,000,000, which figures out to approximately \$25,000,000 a year—but that, for the reasons above mentioned, amounts paid out in dividends meant more as an answer to the question than profits. In the 33-year period if all dividends paid out had been added to wages and paid exclusively to employees, it would have meant a wage increase for each man of six cents an hour. During the period in question the actual increase in Ford wages was about 400%. "Wealth must circulate. Enlightened business is aware of this law and respects it."

[ 808 ]

## Giving Things Away

Howard Vincent O'Brien, columnist of the *Chicago Daily News*, tells of trying to buy a box of matches in a retail store. The man behind the counter said, "Here's some paper ones you can have for nothing."

This caused O'Brien to think back to the time when matches were bought and paid for by the people who used them, whereas now they are bought and paid for by the distributors of tobacco and given away to the ultimate consumer. Part of the expense is borne by advertisers of commodities that may have no relation to matches.

• • • Then he goes on to speak of safety razors as another symbol of changing economic conditions and adds: "The other day I encountered a new symptom of this new idea. A shop advertised: 'Kodaks for Rent—Free.' The explanation was simple enough. The storekeeper had figured out that if he could get cameras in people's hands he would make an increased profit on the sale of the film they would consume. I suspect that this practice will grow. The makers of automobiles may soon be giving their cars away, in order to stimulate the gasoline business and to supply occupation for maintenance men.

• • • "It would not surprise me to see the formation of great corporations whose purpose it would be to supply people with houses, so that they would have a place for radios, electric iceboxes and television sets. This may turn out to be the method by which we create the purchasing power we must have if our present system of production is to continue. Certainly it will be an improvement on installment buying, and it will do the work just as well as paying higher wages. It will do it much more quickly, too."

• • • Are men too old at 40? The National Industrial Conference Board has made a survey of 405 representative industrial companies and finds that only 18, or 4.4%, have made it a definite policy not to hire male workers 40 years of age or over. Three-quarters of the reporting companies have no fixed maximum age limits on the hiring of workers, but "while these companies have no definite policy forbidding the hiring of workers beyond a given age, it is probable that, all other factors being equal, the employment manager, or foreman, generally accepts the younger applicant."

## Middle West Gains

Retail sales figures indicate that the best gains of the country are coming from the Middle West. Department store sales in March, broken down by Federal Reserve districts, show that

Cleveland and Chicago made the greatest gains over last year, with 39% and 25% respectively. San Francisco and Atlanta, each with 24%, were not far behind. . . . The Bureau of Foreign and Domestic Commerce reports, "Daily Average Sales in Small Towns and Rural Areas," show a larger increase in the Middle West than in other parts of the country as compared with February, 1936—about 13% as against an increase of about 11.5% for the country as a whole. . . . These tremendous gains in Ohio, Indiana, Illinois, Michigan, Wisconsin and Iowa are confirmed in the sales records of electric refrigerators. This industry, by the way, shows no signs of reaching a saturation point. Sales for the first two months this year were 40% above last year.

SALES MANAGEMENT



**Sound Wagon:** One of five \$6,000 sound trucks placed by General Baking Co. in its New England, New York, Central, and Southwest divisions. The trucks cooperate with grocers and food stores by broadcasting musical selections and announcements of Bond bread's virtues and other items carried by the retailers. They are also placed at the disposal of trade associations to furnish a musical background for picnics and outings, to advertise dances and banquets, to amplify speakers' voices at meetings, and in general to publicize General.



**Union Man:** Bruce R. Allen, for five years general sales manager of Western Union Telegraph, is appointed to the newly created office of superintendent and executive representative of the company in Washington, D. C. His entire business life has been with WU.



**Merchant:** Walter D. McNally becomes merchandising manager of Jas. Barclay & Co., Ltd., Canadian and American distillers, with headquarters in Detroit. He was formerly with Hiram Walker, Inc., and before that in the sales promotion department of Grigsby-Grunow.



## NEWS REEL



**It Looks Grand:** Ery Kehaya, left, chairman of the board of Axton-Fisher Tobacco, listens while H. K. McCann, president of McCann-Erickson, explains how his agency redesigned the Twenty Grand cigarette package. Besides giving the package increased attention-value, the company has begun using di-ethylene glycol as a hygroscopic or moisture-retaining agent in the tobacco. This, it is claimed, decreases throat irritation. All other cigarettes, except Philip Morris, use glycerine for this purpose.

**For First Aid Week:** Johnson & Johnson are prepared for the week, May 16 to 22, with a three-panel window or counter display for druggists. Reproduced is the center panel. Streamers and store hangers carrying sales clinching messages are part of J & J's effort to help druggists install first aid departments. Of 10,000 retailers who have done so, all report jumps in volume from 19 to 300%. Young & Rubicam is the agency.

A HURT CHILD TRUSTS YOUR JUDGMENT



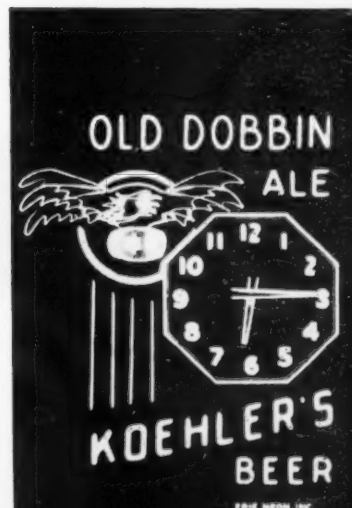
Be deserving of it... for safety's sake use  
**Johnson & Johnson**  
**RED CROSS PRODUCTS**  
 STERILIZED COTTON • STERILIZED GAUZE • STERILIZED BANDAGES

**Celebrating:** Sidney Hillman, (at right) president of the Amalgamated Clothing Workers of America, pays tribute to Hart, Schaffner & Marx, where he was once a shop employee, for pioneering in labor arbitration. He was a speaker at H S & M's 50th anniversary dinner in Chicago, as was Bruce Barton, left, and Mark Cresap, president of the company.



**Hatter:** (Above) A. J. Fernandez has been named sales manager by the John B. Stetson Co., Philadelphia. Up to a year ago, when he joined the firm, Mr. Fernandez was vice-president and circulation manager for Curtis Publishing Co. He has been making a field survey of Stetson distribution and formulating plans for increased sales activities.

**Weatherproof:** (Below) Neither rain nor snow nor etc. can harm this Neon clock sign recently erected in Erie, Pa., by Erie Neon Lights, Inc. Warren Telechron Co., Ashland, Mass., supplied the clock movement, which flashes its message by day and night.





F. C. Millhoff . . . has always liked a good scrap

**W**HEN the Master Tire & Rubber Corp. took over the Quaker City Rubber Co., manufacturers' sales struggled in strictly a buyers' market, at a low depression ebb. Something had to be done to Quaker City—and quickly. Sales had to be increased, and at much lower cost, so that production could provide the volume necessary to keep us competing in a keenly competitive industry.

Increasing sales at lower cost was my job. I have always liked a good scrap, but I must admit that the odds here didn't make this fight inviting. With the help of associates who were just as determined as I to preserve the business and traditions of a company of almost half a century of successful manufacturing we tackled it.

Right at the start I discovered the need for considerable reorganization of our sales force and some drastic reforms in our sales policies. Several of our salesmen had been with our company many years. They had become fixtures and had drifted into certain prerogatives which old employees often assume. I valued highly their long association with the company and their familiarity with the trade. But here was a situation that was intolerant of personalities. Lethargy, defeatist attitudes and hidebound traditions could not be considered. A jolt was in order.

In going over the sales records of

# New Sales Policies Pull Quaker City Out of the Red

A thorough housecleaning on salesmen's compensation, discounts, quotas and territory-working methods, reduced this rubber company's sales costs 85%

As told to Manly Wright Conant

**BY F. C. MILLHOFF**

*Vice-President in Charge of Sales,  
Quaker City Rubber Co.*

the previous year, I discovered that sales cost was badly out of balance. Too many salesmen were receiving salaries in excess of a percentage of sales which the business would support profitably, and they were not meeting even the low quotas given them. Totally, the sales cost was entirely too high—in fact, prohibitive. The business could not hope to survive when its salesmen had become liabilities instead of assets.

So I called our salesmen in and told them that a new deal was in order. From that time forward, their earnings would be based on a commission on sales far below the percentage cost of sales which then existed. There would not be any stipulated salaries; instead, there would be drawing accounts which would be based, first, on a percentage of sales which the business would stand. That drawing account, to start with, would be determined by our new percentage of sales on the monthly average of their sales during the previous year. Sales totals, after the first month, would determine the amounts of their drawing accounts, based on the commission we had fixed. At the end of each month, balances would be adjusted according to their commission earnings for the month previous.

Yes—there was a howl to high heaven! However, all of them but one stayed with us, and, since leaving, that man has told me that he wishes he had stuck. I was not trying to get tough. I made it plain that unless we got our sales costs down to an equitable basis there would not be any salaries or drawing accounts in any amounts. Then

I told them that I had a plan in mind with which I believed they could make more money and help to re-establish the company on a sound basis. This aroused their interest and left them receptive to the program we had worked out.

Since this program involved selling to individual consumers at jobber discounts, let me first make it plain that it did not contemplate the slightest encroachment on the rights of jobbers—in fact it was, and is, helpful to maintaining the jobbers' rightful place in the market. Quaker City has many jobbers who give us a comfortable volume of business. We appreciate it and protect them religiously; but there are a number of good markets in which we have no jobbers. There we have no choice but to sell direct to consumers. In working out our new sales policies I was thinking of the probability that in time we might sell jobbers in these markets, and was therefore determined to sell consumers at prices which would protect these jobbers.

Our products of greatest volume are rubber belting, rubber hose of all kinds, and rubber packings, all used in mills and factories. For years, salesmen in these territories had been selling some of their accounts at jobber discounts. I proposed to change that to the end that we would make more money, that our salesmen would increase their earnings, and that we would create jobber good will by protecting them.

Salesmen protested that they had been compelled to sell consumers at



these prices to meet competition. When I told them that we proposed to divide with them the overages of their sales above jobber discounts—the percentage above jobber discounts to be determined, somewhat, by the volume of the consumer's business—their protests ceased.

The result of this plan is that we have cut our sales cost 85% below what it was when we took over the company. In other words, let's say that our cost total in dollars and cents, in 1932, equaled 100%. We sliced from that 85%. Our cost now is only 15% of the 1932 total.

When we put our salesmen on a commission basis with drawing accounts, we reduced the sales expense more than 75% of the original total. Then, when salesmen really went after business and began to sell in good volume at prices above jobber discounts, we provided another reduction for our sales cost, yet our salesmen were beginning to make more money—and *they were earning it!* Today, they are making and earning more than they ever could have hoped to earn under the old plan.

### A Problem in Arithmetic

The fault we had to correct was one of arithmetic and sales philosophy. Our salesmen had not been receiving too much money; they were not receiving as much as they should have. The amounts which consumers are paying in excess of previous prices at jobber discounts are to them so small as to be almost negligible. But the grand total of these transactions is the difference in profit and loss to us—and rightful protection to jobbers. It is also, with their split in the overages, profit to salesmen.

When, in the beginning, we tacked on a stiff increase over previous quotas, there was another vehement protest. Under depressed conditions and the necessity for breaking away from former price practices it was too much to expect them to sell in greater volume. Yet they did. Not one of them failed to go above his quota. They were and are good salesmen, but something had confused their elementary arithmetic and inoculated them with the wrong sales philosophy.

Of course, we could not be arbitrary about discounts. While we did not once relent from our determination, eventually, to stop granting long discounts except where volume deserved them, we felt that it would be a mistake to bear down too hard all at once. Our sales records kept us informed on prices at which salesmen were selling. As long as a salesman showed a healthy increase in volume at better prices, we

expressed our appreciation in words as well as sharing the dollars of the overages with him. However, when one of them slipped, or marked time, we went into a huddle with him and didn't come out until we had his problem licked.

Coupled with volume that has been increasing steadily since 1932 (our sales in rubber hose rose from 300,000 feet a month to well over 1,000,000 feet), is the reduction in sales cost and additions to the earnings of our salesmen. As an illustration of the latter, here is an example:

In a territory in which we had no jobber, one of our salesmen sold a large order of belting, hose and packing to a consumer who was equipping a new plant. His commission on our regular basis ran into a sum that is a good salary for any salesman, on an order that ran into five figures. But he sold the consumer at higher than jobber prices, thus protecting his jobber competitors, and netted himself a nice additional sum. That was real salesmanship.

At the beginning of this year, our volume was still not where we wanted it. Our sales had to be stepped up, so we boosted quotas, then set about finding means to help our salesmen make them.

While I made it plain that we would not slow up on our efforts to sell job-



Among articles scheduled for early issues of *SALES MANAGEMENT* is a story of the plan through which M. J. Whittall Associates, Ltd., increased the sales of their high-priced rugs 40% . . . also an article on Kelvinator's present sales training set-up.

Sales executives interested in the legal aspects of selling in other states will find some helpful tips in an article by Leo Parker on methods of distribution which help to reduce taxes. Mr. Parker has also just completed an article on legal angles involved in contracts between sales managers and their company-employers.

If you like the test on prices which appears in this issue, watch for another similar one on credits to appear in June.

bers, I reminded associates and salesmen that recovery had now reached the point where a better job of selling should be done by working our regions in which industry was segregated more intensely. I gave them a plan by which salesmen who were covering as much as four states would cover only one or two, or as much highly industrial territory as they could work more thoroughly by covering it oftener.

To salesmen whose territories I proposed to split, this idea was not so hot. In fact, in view of the higher quotas they had, it was not hot at all. There was the usual protest, but when I explained a plan with which I would make it very worth their while to coach new salesmen in part of their old territories, the idea began to look good to them. We put it into effect. New salesmen started out without any of the handicap of the old tradition of selling consumers at jobber discounts, and the older salesmen were adding to their earnings by coaching the new salesmen as much as they could without neglecting their own territory. This, again, was taken care of by a distribution of overages.

### New Fields Being Worked

Every salesman went well over his January quota. The grand total for the whole organization was more than 35% above the quota set. As this is written, records for February are not complete; but indications are that the shorter month will keep pace with January. Splitting our territories would not have worked a few years ago. Old salesmen would have been deprived of business that they had earned through years of hard work and new salesmen would have been discouraged at their earnings and their progress. With the progress in recovery, the time was ripe to work more intensively those territories in which business is concentrated, without neglecting other established sources.

All of us are working harder—but none of us objects as long as our compensation is in progressive proportion to our efforts. All of us are making more money, and that's desirable. There is added profit in the feeling that we are saving a fine old institution and the pride of its traditions of more than half a century—and are doing it without working a hardship on anybody.

I have a theory that successful selling is mixed of soluble parts of arithmetic, energy, and the philosophy that nobody benefits where everybody does not benefit. Perhaps our experiences here at Quaker City have demonstrated that there is something sound in that theory.

# Advertising Campaigns

[Old and New Products as Promoted in Newspapers,  
Magazines, Radio, Posters and Dealer Displays]

## Gun Shots

For the first time in its 51-year career, Daisy Manufacturing Co., Plymouth, Mich., maker of Daisy air rifles, is advertising to adults. The "Targeteer," a new .118 calibre air pistol is the product.

Copy in *Esquire*, *New Yorker*, *Life*, *Junior League Magazine*, and *D.A.C. News* points out that the pistol, which comes packaged with two targets and 500 shot, is not only accurate for range practice, but is "so safe you can shoot at your hand without injury," hence is a Happy Thought for the "distracted hostess at a loss to amuse her guests." Campbell-Ewald is aiming and firing for Daisy.

Marlin Firearms Co., New Haven, Conn., takes a half page in *Puck*, the Hearst Comic Weekly, to promote a .22 calibre rifle especially for boys. Tom Mix is pictured in the ad advising "every boy should know how to handle a gun." A dime a day installment plan makes it easy for boys to buy a Marlin. It is said to be a "first" in the gun business.

## Keep Your Shoes On

Johnson & Johnson plasters newspapers of 56 cities with ads for their Red Cross corn plasters. Under the slogan, "Lady, keep your shoes on," the greatest potential market for corn removers will be wooed. Men, of course, have corns, but J. & J. figure that if they can win feminine patronage the boys will follow docilely.

Illustrations show a stenographer, a hostess at a bridge table, a cashier at her desk. In each case the fact that a shoe has been slipped off an aching foot is emphasized by a spotlight on the member. Copy is along the line of "It just isn't right to sit with her shoes off. At the first throb she simply needs to put a Red Cross corn plaster on her toe."

Window and counter displays are supplementary. Arthur Kudner, Inc., is in charge.

## Shell's Soil Erosion

Conservationists paint dire pictures of American farms washing away to barren gulleys. Erosion experts explain until they are black in the face the virtues of contour plowing. Those b'gosh dirt farmers of the J. Walter Thompson agency ain't studying no such newfangled notions. Plowing as was good enough for grandpaw is good enough for them.

Agronomists are urged not to look at the accompanying reproduction of Shell Oil's latest copy theme lest they be gripped with an uncontrollable yen to bore the farmer for the hollow-horn. He's plowing his field so that the very first rain will wash down the furrows taking all the top soil off.

The pernicious picture appeared, or will, in *Collier's*, *Time*, *Life*, and *S.E.P.*, in 41 eastern

newspapers of 39 cities, 36 middle-western papers of as many cities, and on posters nationally. (Thompson's Manhattan farmers didn't have the figures on far-western newspaper coverage when SM's editor leaned out of the window and hollered across the Graybar Building bad lands.)

"Fast-flowing," says a line in copy beneath the art work, "It (Golden Shell) bathes every moving part in your engine the instant you step on your starter." We have written Secretary Wallace to have him bathe every moving part of Thompson's vice-president in charge of farming with anti-erosion propaganda oil.

## Sprig Has Cub

Standard Oil of Indiana has a bad cold. However, it is rather cheerful about it, for it is crying from billboards, newspapers 1,596 of them, from everywhere, "Sprig Has Cub. It's time to change motor oil. Make it Iso-Vis D."

More than 23,000 Standard dealers are giving paper handkerchiefs to customers in Mid-western states. "This 'hanky' is to remind you that Sprig," etc., is printed on them, with a red-nosed gentleman coddling his cold. Dealer broadsides tell service stations how to work the handkerchief trick. The ultimate consumer is supposed to know his part instinctively.

Standard of Indiana has been on the funny side with its advertising for the better part of a year now. McCann-Erickson, as usual, are the agents.

## Mobilgas Mobilizes

"Largest magazine campaign in the history of the petroleum industry" has been started by Socony-Vacuum Oil for Mobilgas. Double page, four-color bleed spreads in ten weeklies and monthlies shout in four-inch headlines that Mobilgas and Mobiloil outsell all rivals in the entire world.

Many separate gasoline brands were scrapped to concentrate on Mobilgas, which has now attained coast-to-coast distribution. The scheme is part of Socony-Vacuum's program of integrated marketing.

More than 800 dailies of 35 states carry the same story, plus local radio and poster plugs. J. Stirling Getchell is the agency.

## Air by GM

James J. Nance, gen. s.m. of Delco-Frigidaire, General Motors' air conditioning division, estimates that "1,000 automatic heating equipment sales a day



**TIME TO CHANGE**

**Summer motor oil needed NOW**

It's not the long, steady rain that wears out your engine... it's the constant daily starting. Approximately 25% of your engine's wear occurs during the starting period, say automotive engineers. So, when you change to anti-rust-grade oil, change to the new Golden Shell... it's made for step-and-go driving. FAST-FLOWING. It bathes every moving part in your engine the instant you step on your starter... puts a wear-reducing oil-rubbing between your pistons closely fitting metal surfaces. YOURS! It stands the high temperatures of slides racing... resists breaking down into sludge and carbon. It takes only 15 minutes to have your crankcase flushed and refilled with the new anti-rust grade of Golden Shell Motor Oil. At the same time ask your dealer about Mobilgasoline.



**SUMMER Golden Shell MOTOR OIL**



will be made in 1937. Last year 60% of such sales were made to buyers with incomes between \$1,800 and \$4,500.

"The public is in a mood to buy air conditioning in larger volume, provided air conditioning is sold aggressively."

GM is going after that ripe and ready market with both hands. Prepared to supply every type of system, from light commercial, residential, to heavy tonnage for new and old buildings, some 175,000,000 magazine subscribers will be told of Delco-Frigidaire's facilities. The list of publications used is as long as your arm. It includes general consumer magazines, "every architectural magazine of wide circulation," home-owners' and home-builders' magazines, college alumni journals, and the leaders in virtually every trade paper group.

Co-op newspaper ads for nearly 2,000 distributors and dealers have been prepared. Copy is of several types to fit seasonal and local market requirements. Action window displays further help the dealers.

Automatic heating and air conditioning get the play now. Room cooling will be to the fore during the dog days. Afterwards copy veers back to automatic heating.

Lord & Thomas are in charge of the twelve-month campaign.

### Admiracion Allowance

Admiracion Laboratories, Harrison, N. J., offers dealers a cash allowance for co-op ads in introducing a combination package of two new products: Foamy oil shampoo and hair tonic. Each shipping case of six packages has enclosed a certificate worth 36 cents. The dealer merely inserts in his local paper the standard ad mats, supplied by the company, and sends a tear sheet to headquarters. And is paid the certificate's face value.

Copy and art in the mats follow Admiracion's style in *Good Housekeeping*, *Cosmopolitan*, *McCall's*, *S.E.P.*, *Pictorial Review*, *Screenland*, *Silver Screen*, *Modern Screen*, *Radio Stars*, *Modern Romances*, and 22 newspapers of 15 cities.

Identical sales angles form the commercial announcements on Admiracion's Mutual network coast-to-coast program which began April 18.

Charles Dallas Reach is the agency.

### Osmoscope

General Cigar Co. does its bit for longer and better kisses. "Tests with a delicate osmoscope prove that White Owl Vintage (cigar) tobacco leaves less odor. . . . They're a man's smoke

APRIL 20, 1937



*Which KISSES can you expect?*

White Owl smokers get real smacks.

—yet they're perfect gentlemen where ladies are concerned."

White Owl smokers don't need Listerine, but it seems as though W.O.'s agents, J. Walter Thompson, took a cue from the former's famous horrid halitosis. Such headlines as "Take care not to offend" will admonish readers of 130 dailies in 70 cities. Large space is to be used once a week for the new theme.

### Grape-Nuts on Air Again

General Foods' Grape-Nuts, sponsor of Admiral Byrd's broadcasts from "Little America" back in 1934, return to the air with Burns and Allen and Ray Noble's orchestra over 69 NBC stations weekly. Ads in the station cities and 25 nearby listening areas will prime listeners.

Then, comic strip ads in four farm journals, and a flock of point-of-sale promotion pieces, give-aways and grocery electros keep the publicity pot boiling for George, Gracie and Grape-Nuts.

### When You Say That, Smile!

The Wilken Family, makers of "our family's whiskey, neighbor — and neighbor—it's your price," are rivaling the Rover Boys in our affections. With what rapt attention have we followed the fortunes of all the clan. How instantly we agree with Harry when he says in his inimitable drawl, "I don't rightly see as things could hardly be different from what they are. I mean folks finding the Wilken Family whiskey tastier and milder feeling on their throat than anything they ever got a taste of."

Imagine then our indignation at the vile Dan Baxters who sneer at noble

Harry, the fun-loving William, or even brother-in-law Tom. In *The American Weekly* Harry gives all such dastards their come-uppance. Hark!

"We've been a bit hurt now and then when we hear how some folks think us Wilkens are kind of made up by some advertising fellow. So we got together and decided to offer \$120 out of our savings to anyone who could prove we're anything but what we really are — honest-to-goodness folks the same as you that's reading about us. We've been a family of distillers since way back when Grandpa Wilken started up making whiskey. So we're offering \$120—being \$50 from me and \$35 from my brother William Wilken and \$35 from my brother-in-law Tom."

If that don't rightly make the doubters go way back and sit down, copies of the gallant distillers' birth certificates are reproduced alongside of the family album showing Pa and Grandpa Wilken. We're warning ye, Dan Baxter, if you go chunking any rocks at them Wilkens boys, it'll be worse than monkeying with a buzz-saw. Lord & Thomas, their agents who help them a little with some of the hard words, and Schenley Products, who lend a hand at sticking labels on the bottles, will shore ride ye on a rail.

### Ripley and Tires

U. S. Tire Dealers Mutual Corp., distributor for U. S. Rubber Co., found out not long ago that it "takes more engineering to build a U. S. truck tire than it did to build the Brooklyn Bridge." That discovery gave rise to an idea; so they hired Bob Ripley, dug up a lot of additional "unbelievable" facts about U. S. truck tires, and developed the 1937 "Believe It or Not"

(Continued on page 860)

# What Do You Know About Prices?

B Y

**BERTRAND R. CANFIELD**  
*Director, Sales and Advertising  
Department, Babson Institute of  
Business Administration*

## Directions

For each of the questions listed below five possible answers are given. Select the one or more correct answers and write its number (or their numbers) in the column headed "Correct Answer Number," opposite the number of the question. After you have taken the test, you can check your replies against the correct answers printed at the bottom of the first column on page 815.

If there are two correct answers to a question and you answer one correctly, give yourself a score of  $\frac{1}{2}$  point; if you select both correct answers, score 1 point. Compute your score by adding your total points. 30 points equal 100%.

Example: "O." Predatory price cutting is (1) Selling below competitors irrespective of costs. (2) Pricing based on savings in the cost of doing business. (3) Lower prices to liquidate frozen stocks. (4) Agreements with competitors to reduce prices. (5) Reducing prices on the basis of lower prices in raw material markets. Number one is the correct answer. Since the number of this question is "O," the number "one" has been placed at the right of "O" in the answer column.

This test is given under the honor system—no peeking allowed.

This is a test to determine how much you know about certain expressions and terminology which are used by informed marketing men to describe various phases of prices and price policies. If you're letter-perfect, you'll score a "30."

1. An "advertised list" price is (1) The net price paid by the ultimate consumer. (2) A price agreed upon by competitors. (3) One from which the buyer may receive a discount. (4) A price below which a salesman may not quote. (5) A price subject to frequent revision.
2. A "basing point" price is (1) The lowest price affording a profit. (2) A price based on cost of production exclusively. (3) A uniform price quoted all buyers. (4) A minimum price agreed upon by competitors from which all sales prices are computed. (5) A price quoted for a designated place from which delivered prices throughout a given area are computed.
3. A "cash discount" may be offered for (1) Paying a past due account. (2) Remitting cash with order. (3) Paying an account within a certain number of days after purchase. (4) Buying on a cash rather than on a credit basis. (5) Making a quantity purchase.
4. The "margin" demanded by merchants refers to (1) The sum of operating expenses of a merchant. (2) The spread between the cost of merchandise and the net profit. (3) The amount that is left over and above all costs and expenses. (4) The gross profit. (5) The difference between the cost and selling price of merchandise.
5. The "Robinson-Patman Act" recently passed by Congress is for the purpose of (1) Outlawing open-price agreements. (2) Abolishing discrimination in prices paid by different purchasers of identical commodities. (3) Regulating radio broadcasting by censoring all programs. (4) Requiring advertising to be furnished all purchasers on proportionately equal terms. (5) Outlawing the manufacture of goods to be sold under private labels.
6. A "loss leader" is a product which (1) Is marked down from a former price and sold at a loss. (2) Costs more to make than another item in the same line and is accordingly sold at a loss. (3) Once enjoyed profitable sale but is no longer in demand. (4) Is given free with the purchase of another product. (5) Is sold at less than cost to stimulate the sale of other products.
7. "Resale price maintenance" bills have been enacted in the states of (1) Oregon. (2) Massachusetts. (3) California. (4) Maryland. (5) Wisconsin.
8. Orders are sometimes placed on an "S. A. P." basis which means (1) Satisfactory arrival to purchaser. (2) Submitted advance prices. (3) That buyer places an order before the price is named. (4) That purchaser may cancel order before shipment is made. (5) Subject to approval of price.
9. A "deferred quantity discount" is (1) A reduction in price conceded after the purchase of a large quantity. (2) An allowance on the total amount of goods purchased during a given period. (3) A price concession to buyers who will not defer purchasing large orders. (4) A reduction in price to chain store buyers. (5) A rebate given buyers who purchase all their requirements from the seller.
10. A nationally known department store follows a policy of "automatic price reductions" which means that (1) Prices of unsold merchandise are automatically reduced at the end of certain time periods. (2) Prices are automatically reduced in January and August to stimulate sales. (3) Prices are automatically reduced to meet competitors' prices. (4) The price of every item of merchandise stocked is sold at reduced prices. (5) Merchandise in certain departments is automatically reduced in price when such departments' sales decline in volume.
11. National distributors sometimes quote "zone prices" which are (1) Special prices to large direct buyers in metropolitan districts or zones. (2) Prices reduced to meet competitors in various sales territories. (3) Uniform prices quoted within certain geographical areas or zones. (4) Prices based on prevailing market prices in various zones. (5) Prices based on the distance of the buyer from the point of shipment.
12. The "mark-up" of a merchant refers to (1) The percentage of the selling price of an article which determines the cost. (2) The percentage by which the cost of an article is multiplied to get an amount which, added to cost, gives the selling price. (3) The amount that is left over above all costs and expenses. (4) The amount added to the cost which gives the selling price. (5) The average percentage by which the cost of every article is multiplied to get the selling price.
13. "Resale price maintenance" is (1) Quoting all purchasers identical prices. (2) Maintaining profitable prices in the face of cut-price competition. (3) Agreements by competitors to maintain identical selling prices. (4) Contracts or agreements with distributors to sell for prices established by the manufacturer. (5) The establishment of uniform selling prices and maintaining them in all parts of the country.
14. When an exporter quotes a foreign buyer "C. I. F." prices, the purchaser understands that (1) All duties will be paid by the shipper. (2) Credit has been investigated first by the shipper. (3) The charges include freight. (4) The price quoted includes cost, insurance and freight. (5) The quotation means compensation includes freight.
15. A manufacturer who establishes "fixed price differentials" is (1) Establishing one price for selling retailers and another for selling wholesalers. (2) Setting one price for a certain quantity sale and another price for a still larger quantity. (3) Establishing prices for cash buyers and different prices for credit purchasers. (4) Fixing the prices for which goods may be resold. (5) Setting prices different than competitors' prices.
16. A wholesaler who takes an "unearned discount" is one who (1) Fills an order without expanding sales effort. (2) Takes a cash discount after the expiration of the time period. (3) After placing an order cancels or refuses to accept it on delivery. (4) Takes a discount on an order shipped direct from the factory. (5) Accepts orders for a product for which he is not an authorized distributor.
17. For years proponents of the "Capper-Kelley Bill" have been advocating its passage by Congress for the purpose of (1) Preventing price fixing by competitors. (2) Regulating the advertising of food and drug products. (3) Abolishing predatory price cutting by chain stores. (4) Giving more power to the Federal Trade Commission. (5) Enabling manufacturers to contract with dealers for the maintenance of resale prices.
18. An advertiser of a nationally known brand may introduce a "fighting brand" for the purpose of (1) Giving the salesmen an additional item to sell. (2) Fighting private brands of the same commodity. (3) Combating competition without injuring the reputable brand. (4) Having a low-priced brand to meet competitors cut-priced products. (5) Fighting for a share of the high price and quality market.
19. "Price guarantees" are sometimes used by sellers to (1) Protect consumers from overcharge by dealers. (2) Assure distributors of a definite margin of profit. (3) Protect buyers against price declines for a certain period. (4) Guarantee that all buyers receive identical prices. (5) Overcome the tendency of buyers to follow a hand-to-mouth buying policy.

20. "Introductory discounts" are (1) The first of a series of discounts which may be taken by a purchaser. (2) Discounts allowed dealers on products introduced for the first time. (3) An allowance given dealers for placing an initial order. (4) A price reduction made by companies seeking distribution. (5) Discounts allowed on trial orders.

21. The practice of "forward dating" means (1) Providing advance information on price trends. (2) Stimulating severe cut-price competition. (3) Shipping in advance of date ordered. (4) Allowing buyer longer use of his money. (5) Ordering in advance of actual need.

22. Retail merchants often take "mark-downs" which are: (1) Reductions from the original selling price. (2) Evidence of unwise buying. (3) The amount by which sales volume fails to meet expectations of a merchant. (4) The spread between the cost of goods and the original mark-up. (5) The amounts paid out for any and all expenses in operating a business.

23. Manufacturers of industrial goods sometimes sell on a basis of "postage stamp delivered prices" which means: (1) Shipment will be made by parcel post. (2) Delivery will be made to a government purchaser. (3) Prices uniform for all destinations regardless of variation in freight costs. (4) Prices will be confirmed by return mail. (5) Buyer will adhere firmly to quoted delivery prices.

24. An "open price" plan is one by which: (1) Competitive bids on public projects are open to inspection of all bidders. (2) Secret rebates or discounts are denied to purchasers. (3) Sellers reveal openly production costs upon which prices are based. (4) Sellers file prices with a central agency which makes them available to competitors. (5) Buyers are open to offers by all reputable sellers.

25. An establishment which resorts to "price lining" is: (1) Meeting the prices established by competitors for similar lines of goods. (2) Repricing each line in stock. (3) Pricing merchandise at certain prices and ranges most conducive to sales. (4) Selling merchandise in low priced lines exclusively. (5) Carrying goods in all price ranges.

26. American manufacturers selling abroad often quote prices "F. A. S.," which means: (1) Foreign advertising supplied the buyer. (2) Insurance and freight included in the price. (3) Foreign agent's commission suspended. (4) Delivered free alongside of vessel. (5) Financing all of the sale arranged by the seller.

27. Some sellers offer "preferential discounts" which are: (1) Price reductions made to ministers, teachers and buying clubs to increase sales. (2) Allowances to buyers who prefer cash to credit terms. (3) Special prices given to all old customers who buy in large quantities. (4) Discounts given to one type of distributor in preference to another. (5) Types of allowances which sellers prefer to other types of allowances.

28. A "sliding scale" price policy is one which: (1) Establishes resale selling prices according to fluctuating labor costs. (2) Fixes prices for future delivery when the cost of goods is uncertain. (3) Is used when raw material prices vary widely. (4) Is employed to sell to various types of distributors. (5) Enables a seller to vary prices with seasonal fluctuations in demand.

29. Large raw material producers sometimes employ an "unshipped portion" price protection plan which: (1) Guarantees a buyer a lower price than competition on unshipped portions of orders. (2) Gives a buyer the benefit of a lower price on unshipped portions of orders in the event of price declines. (3) Relieves a buyer of accepting delivery on the unshipped portion of a cancelled contract. (4) Extends the cash discount period on unshipped portions of contract orders. (5) Protects the seller against market price declines on unshipped portions of contracts.

30. Buyers are sometimes quoted "net prices" which are: (1) Prices not subject to discounts or reductions. (2) Prices from which buyers receive discounts. (3) Profitable prices. (4) Prices established by trade associations. (5) Prices usually listed in distributors' catalogs.

ANSWERS: (0)—1; (1)—3; (2)—5; (3)—3; (4)—4 and 5; (5)—2 and 4; (6)—5; (7)—1 and 3; (8)—3 and 5; (9)—2; (10)—1; (11)—3 and 5; (12)—2 and 4; (13)—4; (14)—4; (15)—1; (16)—2; (17)—5; (18)—3 and 4; (19)—3 and 5; (20)—3 and 4; (21)—4; (22)—1 and 2; (23)—3; (24)—4; (25)—3; (26)—4; (27)—1; (28)—2 and 3; (29)—2; (30)—1.

APRIL 20, 1937



A technical twist in the phrasing of the price clause in a contract has changed many a fat profit into loss. Here's one place you must know your terminology—and figure carefully before you let your prospect put his signature on the dotted line.

## Answer Column

### Salesmanship Test on Prices

30 Correct  
Points Equal  
100 Per Cent

SCORE	No. Points Correct	Total Per Cent Score

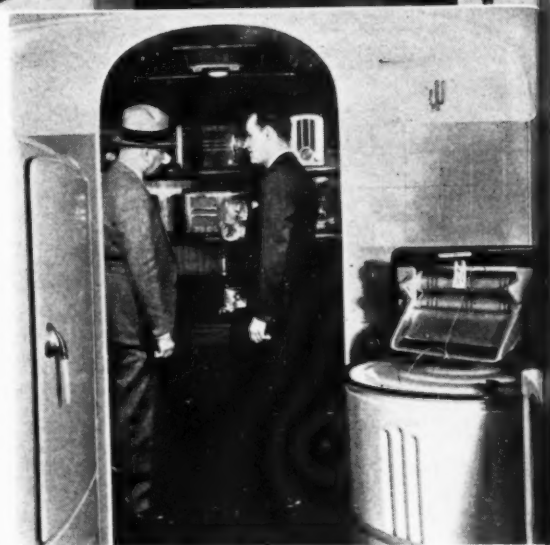
Question Number	Correct Answer Numbers	Right or Wrong	Question Number	Correct Answer Numbers	Right or Wrong
0	1		16		
1			17		
2			18		
3			19		
4			20		
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14			30		
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Reprints of this article are available at three cents each, remittance with order.





Wisley Test: The Allen B. Wisley Co., Chicago, makers of soaps and toiletries, has just completed a ten-weeks' sales test with this showroom on wheels. They found that it helps materially in selling the full line to dealers. Equipment by Schult Trailers.



Appliance Salesmobile: Gambill Co., Inc., distributors of household appliances, have 55 of these trailers operating in 13 counties in Illinois, under the sponsorship of dealers. Commenting on the use of the equipment, J. W. Hill, sales promotion manager of the company, said: "If trailer selling is to be efficient, a definite plan must be built up and that plan must be followed regularly and consistently." Trailers by Hayes Body Corp., Grand Rapids, Mich.

## Trailers Prove Potent Sales Builders for Many Types of Products

Showrooms on wheels are now on every highway; sales executives call them important new sales tool.

**N**O sales tool is more in the spotlight at the moment than the commercial trailer. A year ago a showroom on wheels was still more or less of a novelty; today manufacturers of both staples and specialties are getting into trailer selling the country over.

Among the many firms now using trailers in sales work are Westinghouse, General Electric, Phillips-Jones, Eberhard Faber, Outboard Motors, Singer Sewing Machine, Altorfer Brothers, Toledo Scale, Coleman Lamp & Stove, Estate Stove, Boydel Brothers Pioneer Gen-E-Motor, Horton, Norge, Celotex, Knapp Monarch, Crosley Radio, Bowes Seal Fast, Aetna Casualty, Western Union, Camel Pen, and Holcomb & Hoke. Pictures of the equipment in use by some of these companies appear on these pages; another group of pictures will be presented in the following issue of **SALES MANAGEMENT**.

Perhaps the primary advantage of using a trailer in selling is the opportunity it creates to show an entire line in a place where a dealer is free from inside-of-the-store distractions. Where a company has a long line of prod-

ucts, it is impossible for a salesman to carry more than a few representative samples in an ordinary sample case. If he uses a trailer, however, he can show the complete line and can usually get a prospect to give him far more time to make a presentation than he could command if he had to sell from the corner of a counter inside a store.

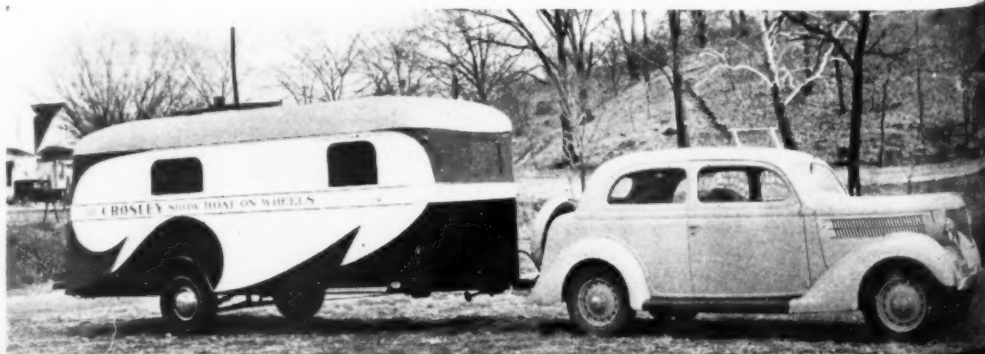
Rockwood & Co., Brooklyn candy manufacturers, find their trailer gives them their only opportunity to show the complete line. Eberhard Faber, with hundreds of items, can show any or all of them in the trailer especially equipped for their purposes. A company representative says: "During the short time we have used our trailer, it has proved highly successful in merchandising Mongol pencils. We carry our entire line, sell direct to the dealers, and find it our most valuable display medium."

Many sales executives reported to **SALES MANAGEMENT** that their trailer equipment had proved unusually successful in opening new accounts. J. E. Wood, vice-president of The Boydel



Candy Car: Rockwood & Co., Brooklyn, send this demonstration car through eastern states where the company's distribution is broadest. In each territory it picks up the salesman in charge and visits jobbers and dealers, giving them their only opportunity to see the complete line of Rockwood candies. Trailer by Covered Wagon.

**Show Boat on Wheels:** Crosley Radio Corp. is still experimenting with the use of trailers for dealers and jobbers. "A thorough investigation has convinced us that modern merchandising practice on the part of distributors and dealers requires a mobile catalog, so to speak, of this character," says G. Earle Walker, merchandise manager. Trailers by Schelm Brothers.



**Sewing Lab:** Singer Sewing Machine Co., with a fleet of 35 trailers, has been working largely in towns of 2,000 to 10,000 population for about three years. In these cities Singer has no retail shops of its own, but works in collaboration with dealers in nearby larger centers. The trailers usually call in the same district two or three times a year, each time with a different display. In the Fall, for example, a Fall and Winter wardrobe plan is featured; during the current months home decorating is being promoted. Each trailer carries a hostess who is well versed in sewing. Average number of visitors has been 40 a day, with little difference between Summer and Winter months. The Singer fleet has covered more than a million miles and it operates over the whole of the United States as well as parts of Canada. At the right are two views of the interior of the Singer equipment in which displays show housewives how Singer machines can be used to do quilting, rug making, and all manner of needlework "tricks" as well as routine sewing jobs. Equipment by Curtis Aerocar.

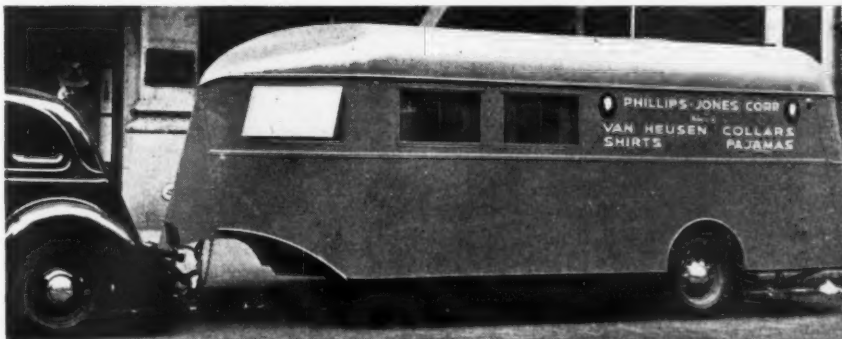
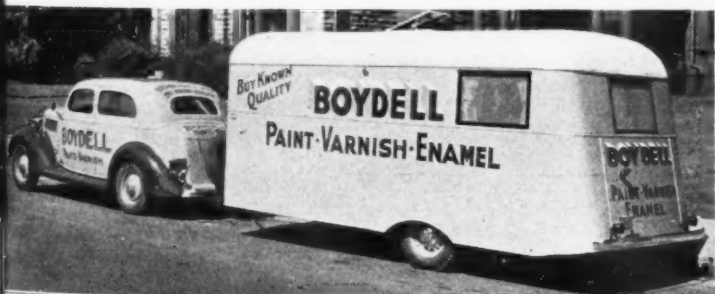


**Evinrude Rambler (below):** Outboard Motors Corp. sends its trailers chiefly into undeveloped territories where small dealers carry only one or two models on display. Sales figures in these territories show definite increases attributable to trailer visits. Trailers by Covered Wagon.



**Shirts A-wheel (below):** Ten trailers traveling now in nine states have become "invaluable" as a merchandising and selling medium, reports Phillips-Jones Corporation, makers of Van Heusen collars, shirts and pajamas. Salesmen for the company were cold to the trailer idea at first, largely because of parking difficulties, but soon were completely won over by sales increases which resulted from the use of the new equipment. Phillips-Jones have been using trailers only since last November. Equipment by Vagabond Coach Co.

**Paint Store:** Boyde Brothers Co., Detroit, reports its trailer "A complete success in every respect." It has been especially effective in opening new accounts and in maintaining interest in the line on the part of established accounts, says J. E. Wood, vice-president. Trailer by Covered Wagon.





**Carry-All:** Although Eberhard Faber Pencil Co. has used its trailer for only a short time, company officials already report it to be "our most valuable display medium." It carries the complete Eberhard line. The car is now operating in New Jersey and Pennsylvania. Trailer by Autocruiser Company of America.

**Don't Write, Wire:** Western Union has recently put into service a fleet of mobile telegraph offices, each car equipped with Morse keys and teletype installations and accommodating five operators. They got a heavy workout during the recent floods in the Ohio River Valley where they played no small part in disseminating news of the disaster. Trailers by Royal-Wilhelm Furniture Co.

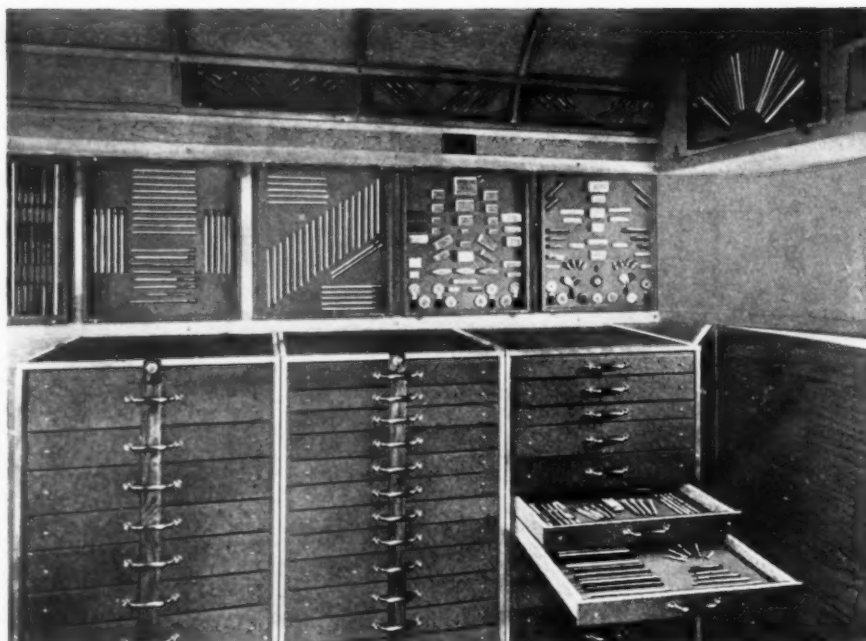


Brothers Co., Detroit paint manufacturers, says: "We find our trailer to be a great help in opening new accounts and in maintaining interest in our line on the part of established accounts. One of the big problems in attempting to close new hardware paint accounts is interruptions of the presentation by customers coming in to make a purchase. By getting the prospective buyer out of his store and into the trailer office, we have his undivided attention."

Boydell's car is fitted with shelving where a skeleton of a modern paint store is installed. The back is fitted into an office. "We have found," Mr. Wood said further, "that the average man can handle the entire outfit without undue trouble, although most of the time we have two men working out of the unit for purely sales reasons . . . the cost of operating our Covered Wagon is so small that it is not worthy of comment; in fact, in the Summertime, sales expense is less because our men prefer to sleep in the trailer rather than in a hot room. Our trailer has proved a complete success in every respect."

Others bear out Boydell's experience that trailers are economical to operate. H. R. Owens of the Allen B. Wrisley Co., Chicago, makers of soaps and toiletries, who has just completed a ten-weeks' sales test with a trailer, reports:

"I found that it cost very little more to haul the trailer. I've checked gasoline consumption carefully. Without the trailer I get 12.1 miles per gallon;



with it, 11.68 miles. I made, on the trailer trip, 188.5 miles to a quart of oil. For the entire 7,127 miles I spent \$142.70 for gas and \$11.83 for oil."

Mr. Owens' experience on the test trip through Tennessee, Alabama, Georgia, and Florida revealed a number of interesting things about trailer selling. Perhaps the most important of these was the proof it offered that each company must develop a special technique for work of this character—some standard procedure which is designed to overcome the routine problems encountered in the field. (One of these, for example, is the problem of parking in congested areas. Several firms who formerly found this troublesome, now adopt the plan of asking the dealer to reserve space at his curb for the trailer when it arrives.)

Mr. Owens had this to say in reporting on his test trip:

"We are rather convinced that the trailer will make good, at least, in certain territories. From my experience I like it in the more heavily populated territories but am not so sure of its value in the sparsely settled districts. Long hauls, at 35 miles an hour, eat up the time.

"In Florida it worked out fine, but in the mountain country it was not so good. Quite a bit of strain on the driver. Sharp curves and long grades worried me. Maybe I'd get used to it.

"In our work I fancy that commercial trailer operation, in selling, is a two-man job. One man then can set up the display, stay with the trailer, and sell, while the other man works the town and brings in the customers.

"I worked the wholesale dry goods and wholesale drug trade, called on department stores, the chains, and se-

lected retail outlets. In some of those southern towns retailers were all I had to call on.

"Parking, I found, was often a problem. In many cities and towns trailer parking is not permitted downtown. I usually had to put the trailer on a parking lot, as near the center of the town as I could get, and bring the buyers to the trailer.

"Sometimes they were busy and it was difficult to get them out of the stores. Again, they might make an appointment and fail to keep it. Sometimes competitors, and not too friendly ones, arrived at the trailer at the same time.

"Very often women are buyers. For them the trailer must be warm and comfortable. That might be a problem where the weather is cold. Among the benefits, however, is the fact that a better display of the line is possible.

"When a salesman carries his grips into a store and spreads out his samples he can often take only a part of the samples with him. If he has to take the first samples to his car and return with a second batch the chain of interest is often broken, the buyer may be weary or he may be otherwise occupied.

"The salesman carrying his samples into the store is more likely to show only a part of his line and let it go at that. He may only push what he thinks are the easiest to sell. But get the buyer into a trailer and it is simple to show everything under favorable conditions.

"I don't know yet whether repeat trips would work out easier or whether they would be more difficult. It may

(Continued on page 858)



# Predominant Numerically and Analytically

**W**HAT amazes media men about the Metropolitan Group is the analytical soundness of its numerical preponderance.

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The Metropolitan Group cuts you out of 28 States and cuts you in on the 20 Northeastern States that contain 60% of all the people and consume 67% of all the retail merchandise of the entire country.

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**THE LARGEST CIRCULATION IN THE WORLD—FROM 6 1/2 TO MORE THAN 8 MILLION FAMILIES\***

# Sales Boom as Flooded Areas Rebuild, Restock and Rehabilitate

Louisville and surrounding areas are one of the nation's marketing bright spots, with millions being poured out to erase the ravages of high waters.

**T**RANSFORMATION from a water-soaked Hades into a region needing everything, in a scant 60 days, is the achievement of the Louisville area, since Old Man (Ohio) River and his tributaries went on their orgy of destruction.

The little lamented, late unemployment problem has been forgotten in Louisville. Good mechanics are at a premium, because more than 28,000 automobiles were submerged. Skilled electricians have repaired thousands of meters, connections and appliances. Plasterers and paper hangers are booked for weeks ahead, as wallpaper dealers chalk up a tenfold increase in business. New material of all kinds is in demand wherever this work is done.

## For Furniture: \$10,000,000

Who will manufacture and sell the 200,000 or more mattresses, for example, destroyed in the Kentucky and Southern Indiana communities? Who will make the thousands of replacements on electric refrigerators, sewing machines, washing machines and radio sets? What companies will profit from the demand for rugs, bedroom suites, dining room suites and other home furnishings?

A report of the Louisville Home Furnishings Association showed that February sales trebled February, 1936, but only a small part of the 32,000 damaged homes have fully replaced furnishings. Many families are withholding purchases and are utilizing bare necessities until the sun completes the drying of their homes. When occupants are sure there can be no more warps in their floors and walls and ceilings, the work of reconstruction and replacement will start in earnest. A survey by the Home Furnishings Association established the fact that \$10,000,000 in furniture, draperies

and other home accessories must be replaced in Louisville alone.

Other factors support the contention that this area is one of the most active on the national sales map. Farmers of Kentucky and Southern Indiana still have money in their pockets or in the bank from the \$83,000,000 total burley tobacco sales completed in December, 1936, and January, 1937. These sales were closed prior to the flood, and practically all losses on tobacco were suffered by the big tobacco companies and warehouses, the farmers' portion being negligible. Was it any wonder that banks of Louisville reported \$10,000,000 post-flood increase in deposits—in excess of the all-time record high deposits of December, 1936? Retail sales have been reported by the Department of Commerce as 25 to 50% higher than the corresponding week in 1936, for week after week since the deluge.

Cigarette factories of Louisville are back into heavy production with both Brown & Williamson and Axton-Fisher carrying heavy payrolls to produce nearly 12,000,000,000 cigarettes annually. These two companies are leaders in the 10-cent and mentholated cigarette field, and their production of plug tobacco and snuff is high. The flood did not stay the steady flow of orders into the Standard Sanitary Manufacturing Co., producers of bathroom and plumbing supplies; or the Mengel Co., which on February 28 re-

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**BY**

**DONALD McWAIN**

*Promotion Manager,  
the Louisville Courier-Journal  
and the Louisville Times*

---

ported unfilled orders for lumber supplies and boxes as \$2,300,000, compared with \$1,428,545 a year previously. The Louisville Varnish Co. lost its plant by fire during the flood, but Col. P. H. Callahan promptly completed plans for rebuilding. B. F. Avery & Sons, manufacturers of agricultural implements, are "way out front," according to an executive. This reflects farmers increased prices for tobacco and grain.

Speaking of grain, Kentucky led the nation in distillery production in 1936. Whisky manufacture, centered in the Louisville area, is proceeding at a rate that should bring joy to farmers raising corn and rye. Across the river, many of Indiana's distilleries, which ranked third among states in liquor production during 1936, are along the Ohio River and its branches in the Louisville area. Kentucky accounted for nearly one-third of the United States' whisky gallonage last year, Internal Revenue figures show.

## Mining, Unhurt, Fattens Market

Coal production in Kentucky's rich eastern and western fields has stepped up for the first quarter of 1937 in comparison with 1936. Kentucky jumped from fourth place among states in 1935 to third place in 1936, its increase of 6,584,000 tons pushing Ohio down to the fourth niche. John F. Daniel, chief of the State Department of Mines and Minerals, found that at the close of business December 31, 1936, Kentucky had 284 railroad mines and 1,110 wagon and truck mines, employing 58,295 persons who mined 48,000,000 tons. Employees increased 4,664 over 1935. The market value of the 1936 Kentucky fuel was \$95,000,000, which accounted for a payroll of \$75,000,000. It has been determined that so many high quality coals have been found and are being mined in Kentucky, that when compared with other coal producing states, Kentucky ranks at the top in variety of coals, methods of mining and preparation for consumption. This industry was undisturbed by river water.

Small groceries and drug stores were among the businesses hardest hit by flood waters. Many of them lost their entire stocks through submersion or larceny or both. Practically all of these stores have reopened with improved store fronts, modern show windows and more adequate fixtures. Many of the drug stores found factories ready to replace their small stocks of goods without cost, during the wave of generosity that followed

*(Continued on page 848)*

Says the ALEMITE company:  
"We're using it to make all our  
advertising more effective."



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#### DEALERS

BRUNGARD E G 601 E Lockw...HI land-0571  
ENGLISH CHAS R Arcade bg...CE ntrl-5422  
MENDEL E N CO 408 Pine...CH extnt-7995  
PERKINS W HAVARD 408 Pine...MA In-0778  
STONE JEFF K & CO 411 N 7th CE ntrl-4495  
THAL MARTIN Arcade bg...CE ntrl-5422



Says the ALEMITE service man:  
"I'm using it to get more tele-  
phone book customers."

## Alemite to list its trade mark in Classified Telephone Directories in cities of 10,000 population and over

Here's a dealer identification service that works two  
ways, benefiting both manufacturer and dealer.

Alemite will use it for a local tie-in with all its ad-  
vertising. In publications and on the radio, prospects  
will be told: "For the nearest dealer handling Alemite  
products, look in your Classified Telephone Directory."

This simple method will help to insure greater re-  
sults from the advertising, it will reduce substitution.

and it will make more business for Alemite dealers.

Such has been the experience of other companies  
using Trade Mark Service. Let us give you proofs of  
this and discuss it from *your* company's angle.

American Telephone and Telegraph Company, Trade  
Mark Service Division, 195 Broadway,  
New York (EXchange 3-9800) or 311 West  
Washington Street, Chicago (OFFicial 9300).







THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1201-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

WESTERN  
UNION

SYMBOLS

DL = Day Letter  
NM = Night Message  
NL = Night Letter  
LC = Deferred Cable  
NLT = Cable Night Letter  
Ship Radiogram

Received at

NA147 NPR PD=AP NEWYORK NY 30  
WALTER M HARRISON=

1937 MAR 30 PM 5 12

MANAGING EDITOR DAILY OKLAHOMAN & TIMES OKCTY=

SINCERE THANKS TO YOU AND YOUR STAFF FOR ASSISTANCE ON  
PICTURE AND NEWS COVERAGE OF NEW LONDON DISASTER. STOP  
THANKS ALSO FOR CHARLES SAULSBERRY'S EYEWITNESS ACCOUNT  
STOP YOUR COOPERATION IS IN FINEST SPIRIT OF THE ASSOCIATED  
PRESS AND IS AN INSPIRATION TO EVERY MEMBER OF THE  
ORGANIZATION=

KENT COOPER GENERAL MANAGER.

THE QUICKEST, SUREST AND SAFEST WAY

FROM EDITOR AND  
PUBLISHER MAR. 27



# The TRIPLE PLAY seen 'round the world

A sports assignment that turned into the picture scoop of the year for a Southwestern newspaperman . . . that is the triple play story behind "COPYRIGHT BY THE DAILY OKLAHOMAN, OKLAHOMA CITY" on the first AP Wirephoto pictures of the New London tragedy.

A flash to the Oklahoman city desk from the AP . . . a quick study of maps and a hurried call to Charles Saulsberry and C. J. Kaho on a baseball training camp story at Jacksonville, Texas . . . a frenzied dash to New London by those two veterans . . . a comprehensive eyewitness account on the wire by Saulsberry . . . Kaho's de-

termined auto dash to the nearest Wirephoto transmitting plant in Dallas with fifteen plates laden with drama.

No planes were available, so cameraman Kaho forced his car over the 120 miles to Dallas in less than two hours . . . and pictures of the catastrophe that wiped out more than 450 children and teachers belonged to the world.

The significance? A newspaper covering the pre-season activity of its ball club for its own readers took advantage of its opportunity to serve the world with a shocking news break. And it is only through careful preparation and training to meet any emergency that such news paper service is possible.

OKLAHOMA PUBLISHING CO.

THE FARMER-STOCKMAN RADIO WKY

MISTLETOE EXPRESS

THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES

NATIONAL REPRESENTATIVE— E. KATZ SPECIAL ADVERTISING AGENCY

APRIL 20, 1937

[ 823 ]



With this issue, The Scratch-Pad enters upon its third year. Your conductor is more frightened, if possible, than at the start. If the customers would just write in once in a while to say what they like or don't like, it would be a great help to T. Harried Thompson.

A desultory patron of the opera since I was old enough to whistle the grand march from *Aida*, I have often wished that one might listen to the lovely arias, the inspired cadenzas and glissades, without having the mood destroyed by ham acting. The radio does some things much, much better.

Parker Pen gives our old friend R. S. V. P. a new twist with R. T. S. P., which means Remember to Send Parkers.

In a gadget-minded country, the public will probably go for that "Master Dial," conveniently placed in the forehead of the Leonard Electric Refrigerator. It has a thermometer and cold-control, cutely labeled: "Off — Coldest — Vacation." The last named will be especially popular.

The way to get a raise and win a bride is to keep your shoes shined with Shinola. That's what the ad says, anyhow.

Sixty-eight years ago, L. & M. Kahn & Co., Maiden Lane importers, placed their first ad in *The Jewelers' Circular-Keystone*. They have been in 3,286 consecutive issues, "a world's record in any field," as the publisher says.

Maybe Mr. Roosevelt invented the One-Man Top.

Armour & Co. has revived its primitive slogan, "The Ham What Am." It seems rather pointless without the old grinning black chef.

"Little 'Coal Mines' in Your Skin" sounds like an apt description of blackheads, by Lady Esther.

Go to the feature editor, thou copywriter, for guidance in the fashioning of pat headlines. For instance, "Hold That Line" is the title of an article on

girth-control in the April *Ladies' Home Journal*.

From Chicago, Bruce Tilden reports a moving van labeled "Karzen." All Bruce could think of was "Karzen of the Movies."

"Sit-Down Ends at Trouser Plant." —Headline. "Do you suppose they struck a dead end?" asks Helen Ennis.

A salesman named Marmaduke Hall  
Had plenty of stuff on the ball.  
By using his head,  
He could linger in bed,  
And sell via Long-Distance Call.

"From Pram to Prom" is a nice Bonwit Teller headline addressed to girls of all ages.

By the time this paragraph sees the light of day, F. P. A. and the *Herald Trib* may have composed their differences. In my humble opinion, there isn't a keener columnist in the business. He ought to be worth the money he asks of Mr. Reid or any other publisher.

Dixie-Vortex will try out a paper milk bottle in Hazleton, Pa., through one of the local dairies. There will be plenty of room on the package for copy, obviously a problem with the glass bottle, not to mention other theoretical advantages yet to be demonstrated in actual use.

Speaking of glass, I wonder when we are going to be able to get eyeglasses made of Tuf-Flex, the new glass that resists heat and cold, that can be bent and even bounced without breaking? I'm ready to buy.

Somebody should tell Hitler that the old La Guardia surrenders but never dies.

Slogan for the *Nudist Magazine*, by Lew Conarro: "All the nudes that's fit to print."

And somebody should tell Lowell Thomas that the word is "ju-RID-ical," and not "ju-ri-DISH-al."

Leon & Eddie's nitery has done a folder burlesquing Old Gold's contest

pictures. The humor is distinctly washroom, and I wonder that the post-office didn't raise an eyebrow, if not a howl.

"Look at LaSalle," says this year's standard headline. "And listen to that clutch," says me who looked and bought.

"Something should be done about the man of fifty," says E. R. Squibb. Well, he's probably next on Mr. Roosevelt's list.

Stopper by American Brakeblok: "You could fry an egg at every stoplight."

A Nicholson File ad in *Popular Science* for April lists a mill bastard, a round bastard, a warding bastard, and a flat bastard. That's a lot of bastards mixing into one ad, but copywriters say it's nothing unusual.

"People to eat all Summer!" headlines N. B. C. They're not suggesting cannibalism, I trust.

Advertisers call it "punch." Radio calls it "sock." I call it "hooley."

"This advertisement directed only to cake-makers who want to make better cakes," says Betty Crocker. Sorry, Toots, but I don't like your tone-of-voice.

Kreml (hair- tonic) has got something in that new theme: "When he checks his hat, he checks his youth."

"Hotpoint" is a fine old name for household appliances, but it seems unfortunate when applied to a refrigerator.

The little Kleenex campaign is still going strong. A recent piece shows a husband dropping a soiled linen handkerchief into a hamper, while the storm-and-strife yells: "Don't 'Toots' me! That's the 6th one today."

Neat and pertinent headline by Ingersoll: "A famous watch-word now on alarm-clocks."

My sympathies are ever with hostesses and hat-check girls. They have to laugh at all the dumb cracks made by customers. Every man seems to be a volunteer comedian, not to mention a great lover. But most of the sallies belong in the alleys, along with the rest of the trash.

T. HARRY THOMPSON.

SALES MANAGEMENT



A former advertising agency man pioneers an idea in Chicago through which big-name home products makers reach housewife-members of women's clubs under favorable selling conditions.



Little Avenue: (Above) One of the features of the headquarters of the Guild is the "Street of Shops"—displays of the products of participating manufacturers. The women generally find time to inspect them and to visit a room which is devoted to a complete Westinghouse kitchen.

Come and Get It: (Left) A group of club women absorb an abnormally large dose of advertising—and like it.

## • 35 Manufacturers Join in "Home Guild" Plan to Sell Club Women

SIX days every week for nine years an average of 125 women, buyers of foods and household supplies, all active consumers, have met and lunched each day in the rooms of the Home Arts Guild in Chicago. There, every day, 125 women have both literally and figuratively eaten up the advertising of some three dozen national brand manufacturers. That's approximately 337,000 women to date. Every day the faces change. It is seldom that any woman "repeats" in less than two years. The luncheons are now being booked three years in advance.

Almost every night, except Sundays, groups of men and women, sellers of foods and household supplies, meet in the same rooms to study means and methods for selling the buyers. Something like 6,000 of these come every year. This organization is unique. There is nothing just like it under the sun.

My favorite author, alias the hard-working Chicago representative of SM, a lone man in an ocean of women,

took in one of these luncheons the other day in line of duty. This was the menu:

Tomato Juice, Campbell's  
Soup, Campbell's  
Browned Corn Beef Hash, Broadcast Brand  
Gelatin Salad, Royal Aspic.  
Baked Bananas, Unifruit  
Sunshine Crackers, Loose-Wiles  
Egg Noodles, Mrs. Grass  
Spanish Rice, College Inn  
Butter-Nut Bread, Schulze's  
Cheese, Borden  
Baking Powder Biscuits, Rumford  
Orange Marmalade, Crosse & Blackwell  
Ginger Bread Mix, Dromedary  
Coffee, Chase & Sanborn's. Tea, Tenderleaf  
Dessert, Kre-Mel  
Ice Cream, Borden's  
Cigarettes, Raleigh. TapaCan Beer, Pabst

Used exclusively: Crosse & Blackwell's catsup, French's mustard, Fleischmann's yeast, Morton's seasoning. Water served, Groak filtered.

BY

LESTER B. COLBY

The menu gives the idea—product names; company names; test and taste; sampling at the table; happy atmosphere; skilled presentation; pretty good fun with time off from home.

There are about 35 sponsors of the program and not everything coming into the daily picture can be eaten. Among the non-edibles, and note the names, are:

Automatic soap flakes; Clorox, bleach, stain remover and deodorant; O-Cedar products; Universal electrical appliances, vacuum bottles, aluminum-ware, etc.; Vollrath enamelware products; Fiesta tableware; Health-O-Meter scales; Westinghouse Electric kitchen; Armstrong's linoleum floors; Ozite rug and carpet cushions; Botany fabrics; Kem playing cards and bridge chips, and Columbia venetian blinds.

The women meet sharply at 12 o'clock and after the luncheon a talking slide film is run off, six frames and 150 words to each product. After that the afternoon belongs to the women (except that there is a CBS broadcast from the floor) and they

1,200,000 1,200,000 1,200,000 1,200,000 1,200,000 1,200,000 1,200,000 1,200,000 1,200,000 1,200,000

# ***THE SATURDAY REACHES AN***

1,200,000 1,200,000 1,200,000 1,200,000

1,000 1,200,000 1,200,000



**3,200,000  
CIRCULATION**

3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000

# ***EVENING POST ALL-TIME HIGH***

3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000 3,200,000

## **RECORD NET PAID CIRCULATION OF MARCH 6 ISSUE UNEQUALED IN PUBLISHING HISTORY**

### **HERE ARE THE 1937 FIGURES**

January 2 . . . . .	2,980,000
" 9 . . . . .	3,040,000
" 16 . . . . .	3,095,000
" 23 . . . . .	3,095,000
" 30 . . . . .	3,095,000
February 6 . . . . .	3,110,000
" 13 . . . . .	3,135,000
" 20 . . . . .	3,130,000
" 27 . . . . .	3,140,000
March 6 . . . . .	3,200,000

3,200,000 is a dramatic number . . . yes. But one significant fact is missing which doubles its real force.

Post circulation is increasing in the face of a restriction no other magazine places on its sales. *Every Post must be sold for full published price. Cash in advance. No premiums. No discounts. No combinations. No installments.*

To fence out undesirable circulation, and still lead the field by such a

wide margin, is a genuine tribute to the unapproached vitality of the Post. The Post brings advertisers no diluted audience. The Post is bought *to read*.

Circulation gains in the last four months show an average advance of 70,000 copies per issue over the previous year. And the first three months of 1937 will show an average of over 3,100,000 circulation. Such steady, consistent progress reflects the widening influence of the Post.

Advertisers year after year recognize this superior audience. Post advertising revenue for 1936 exceeds the revenue of all other weekly magazines combined. The Post gain of four and a quarter million dollars is more than that of any other *two magazines*.

There is one proved way to sell the American public any product, any service, any idea. It is through the reader interest and confidence built into the pages of The Saturday Evening Post.

## **A RECORD NOT APPROACHED BY ANY OTHER MAGAZINE**

APRIL 20, 1937

[ 8.27 ]



may play bridge, hold a musicale, or do what they wish.

For the broadcast a movable mike is carried around and various women are interviewed. They are asked the usual run of questions, some humorous, some serious and some puzzling. They get a kick out of it. Products are mentioned in the running-fire talk of the announcer and go out over the air. Thousands of women who have previously lunched at the Home Arts Guild are daily listeners.

There are something like 5,000 women's clubs in the Chicago area and only one club participates at a time. That means that the limit is about 300 clubs a year. The result is that the clubs are handpicked, women whose husbands are in the better pay brackets being favored—buying power selectivity.

How are the women kept coming?

Well, there's a little trick in that, too. Besides the good meal they get, and the pleasure, there's also a money angle. Before a club is booked the officers are told this:

"You must guarantee an attendance of at least 100. You may sell tickets. We suggest that the price is 50 cents or \$1. The money you raise goes right back into your club treasury except for a \$15 charge which is retained to cover serving and current incidentals.

"The luncheon is free. You are guests of the manufacturers, distributors and the Guild. Bring out a full attendance and your club treasury will

be enriched \$50, \$100 or more—besides the fun you'll have."

And what women's club can't use money?

There are other angles to these luncheons. Fitzpatrick Bros., who make Automatic soap flakes, were in the throes of designing a new package. Artists had prepared four styles. Company officials were undecided as to which one women would like best.

They put the packages up to the women and asked them to vote their preference. The women voted overwhelmingly for one package and this one was adopted by the company.

Vollrath was redesigning certain items in its line. The designers had different ideas. The executives were puzzled. They laid the matter before the women and got an answer quickly. There was no hesitancy about it at all.

Campbell's desired to know if the Guild plan was really pulling. So, for a time, the company asked that a certain unadvertised soup be placed on the menu. Shortly grocers began to call up and ask:

"Say, how about this soup? Women are calling for it and we haven't got it? I don't know anything about it."

Campbell's worked out another slick one which tickled the grocers. The Guild, at their suggestion, began to serve puree of Mongol soup. That's made by mixing a can of tomato soup with a can of pea soup and milk. Three sales in place of one!

In the beginning the idea was to use

canned milk, making the sale three cans. Then, on second thought, a question arose. Why push canned milk if the women preferred fresh milk? It might hurt the soup sales. They called for a vote. The women decided on fresh milk and the advertising was revised.

Each guest, each day, is presented with a sealed envelope which holds a number of choice recipes. There came a time when the Guild wished to make a check on the interest of the women in the inclosures. A "mistake" was made and over a short period 100 envelopes were given out without the enclosures.

Sixty-one women telephoned to inform the Guild of the "error." They were promptly mailed complete envelopes. With apologies, of course.

French's birdseed is one of the products that came to the Guild's laboratory of sales and promotion. Promptly a question arose. How to handle the item? Obviously birdseed couldn't be placed on the menu. French solved it by supplying a number of pedigreed canaries. These keep the room filled with song and are often heard plainly over the radio programs.

That lands the story of birdseed in the picture without forcing. It's all a matter of footwork—or headwork.

### "Live Leads" Are Collected

Cards containing a list of products with a square for checking are laid at each woman's plate. It is explained that each guest is to check only such items as she is interested in. If she checks, for example, Westinghouse, then in due time of course a Westinghouse man will call on her. If she checks Ozite an Ozite man will drop around.

She is urged not to check unless interested. This means that the sponsoring companies get only "live leads."

But each woman is asked to give the name of her grocer. She is also asked to check the food items that interest her. The grocer, then, is informed as to the names of his customers who have been Guild guests and the food items that have appealed to her. What he does about the matter is up to him.

Each participating manufacturer is given a list of all the women entertained, with a star in front of every name which has shown interest in his product. This gives him an active mailing list. A tie-in has also been worked out with national magazine advertising. This is how it works:

Various women in the Chicago area may clip coupons from magazines and return them. The participating manu-

(Continued on page 846)



"I'll put it in a sack for you . . . my wife's saving the box tops."

# MORE DOLLARS!

LIFE now brings more dollars to the  
news-dealers of the United States  
each month than any other magazine!\*



## LIFE

\*The Publishers regret that it is still impossible to print enough copies of LIFE to enable all newsdealers to share fully in this tremendous addition to newsstand profits.

• Advertisement running in The American News Trade Journal for April. After only 20 weeks of printing LIFE, the Publishers can make that amazing statement. Some magazines sell for a higher price than LIFE; other magazines sell more copies; but this ten-cents-a-copy picture magazine, with its nation-wide sellouts now over 497,000 each week, is bringing the top dollar volume of business to the newsstands.

**LIFE LIFE LIFE LIFE**



It's the salesman, not the  
sales-manager, who  
broadcasts the sales story.

***The JAM HANDY Organization***  
***is set up to help you fix this***

**Complete Sales Promotion Service**

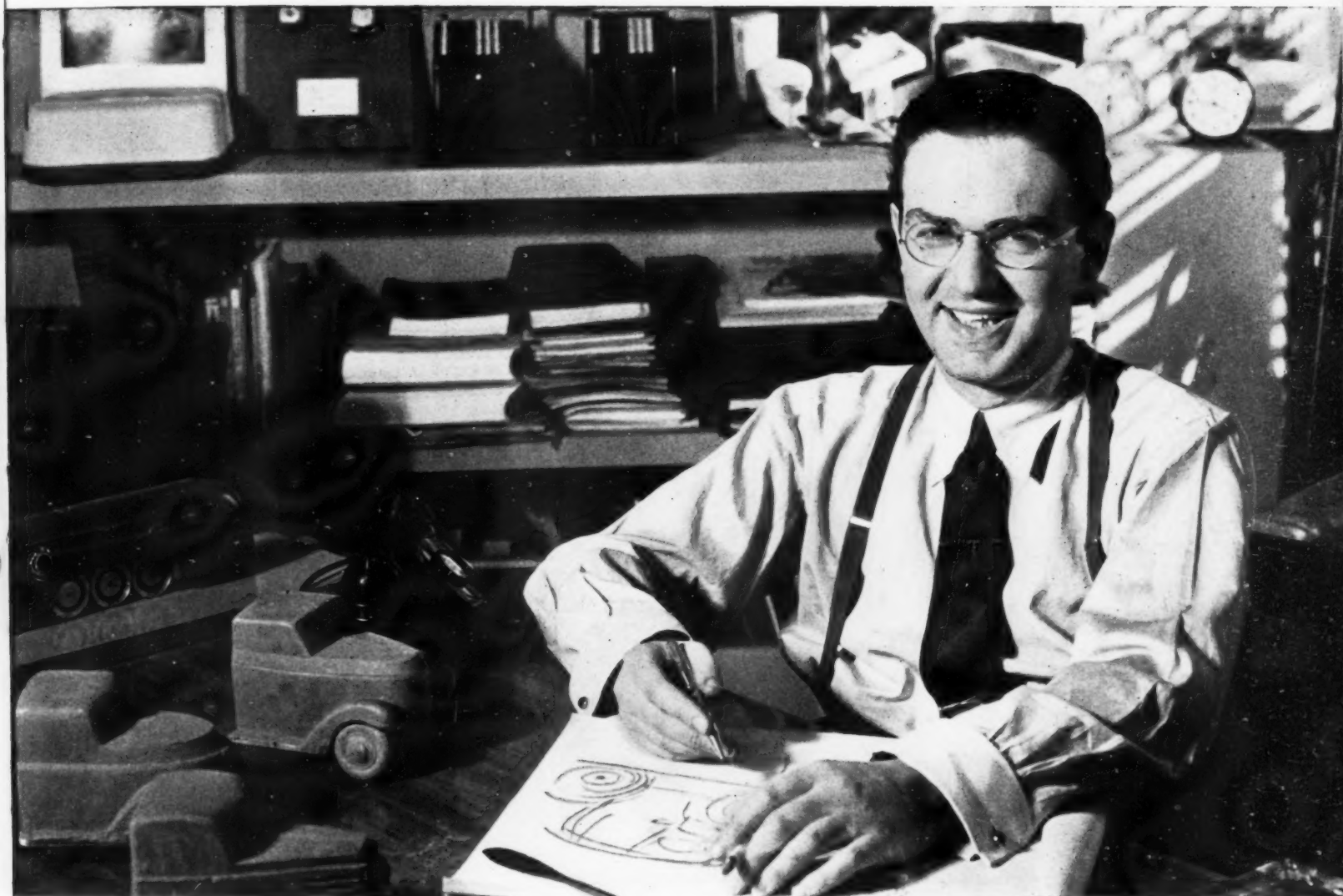
**Motion Pictures • Talking Pictures • Slidefilms • Conventions • Playlets**

**DETROIT, 2900 E. Grand Blvd. . . Madison 2450 CHICAGO, 35 E. Wacker Drive. . . State 6758**  
**NEW YORK, 230 Park Ave. . . . . Murray Hill 2-5290**  
**HOLLYWOOD, 7046 Hollywood Blvd. . . . . Hemptead 5809**



# Spotlight

## PEOPLE IN THE SALES PANORAMA



One born-and-bred New Yorker whose western outlook does not stop at the Hudson River is Henry Dreyfus, outstanding product designer. He thinks his life work is to design better looking things that are more easily usable . . . things people want to buy. So he keeps his finger on the pulse of the country from small towns to biggest cities. He travels widely by air, rail, motor; browses through stores everywhere from the top floor to bottom.

Understanding what people want, he boosted sales of a washer, for example, by putting all the controls in one spot on top. He has done everything from dime fly swatters to luxurious sky liners and the New York Central's swank and comfortable "Mercury," adding beauty, adding usefulness, adding sales. He started by redesigning Westclox's Big Ben in 1929 and built up a striking record of sales improvements right through the depression.

Even though he loves the theater and designed stage settings for big shows for six years from 1923—when he was 19—he is not theatrical. Even though he is an artist he keeps his black hair cut, wears no freakish clothes, answers his mail. This man has business sense—and bright humor—gets along with business people, calls his handsome group of New York offices a "place," not a "studio." Week-ends, he gardens on his suburban farm, licks the toughest jig-saw puzzles, enjoys movies; but works with consuming ardor five days and nights a week. To Henry Dreyfus his particular business is the most interesting in the world.

**SALES  
BUILDER**



*Photo by Jun Fujita*

## ACE LUNCHER

He lifted an idea from the church ladies, worked it over, dressed it up . . . and made it his life's success. Once upon a time, the story goes, Irwin L. Rosenberg was advertising manager for a big packer in Chicago. Every day a dozen, twenty, thirty letters would come to his desk . . . each pleading: "The ladies of our church are giving a supper . . . if you'll send us a ham . . . we'll serve it . . . and announce . . . that you gave it." Answer, always, form letter No. 13 . . . regrets . . . sorry . . . policy . . . but no ham. Always no ham. Mr. Rosenberg entered the advertising agency business. For fifteen years ladies and hams kept clicking in his brain.

Finally the Home Arts Guild grew out of the idea. (See page 825 of this issue.) He interested manufacturers; makers of well known advertised products—both foods and home equipment. For nine years, six days each week, the Home Arts Guild in Chicago and the sponsors have been host to an average of 125 ladies—club ladies; church ladies. The luncheon is standard. It never varies. No ham. One of its first clients suggested corned beef hash. So corned beef hash has been served . . . every day . . . for nine years. Sales of many a product have been boosted by lecture, picture, demonstration and booklet.



The only woman who sells Ford parts wholesale is Virginia Carabin, 23, tall, slender flashing blonde, trained auto mechanic of Port Arthur, Texas. And she *sells* 'em. Last year her sales averaged \$500 a week in Port Arthur alone, not counting shop and dealer sales for 40 miles around. The Linn Motor Co. was proud to see its girl "parts panel operator" win a free trip this Spring to the Ford plant at Detroit with other top salesmen from all over the country.

Says she: "I have no set method of selling. I win the confidence of my customers by giving them a square deal. I find that if they trust you they will buy. In a small town such as this, a friendly visit rather than a business call is more successful." And she is an intelligent caller because she worked four years with her father as a salaried auto mechanic before she began selling for Linn. She knows what the business is all about—and "likes it very much."

She travels an average of 35,000 miles a year on a motor but that doesn't wear her out. She spends a lot of her leisure time roaring around on her motorcycle—the fifth one she has owned in six years—and in camping, hunting, fishing, swimming. She has worn boy's clothes so long "that even my closest friends sometimes don't recognize me in street clothes." She is a sweet dancer . . . they recognize her in evening dresses all right. She plays plenty, but she works hard, looks for new opportunities in business and "hopes to get somewhere in this old world."

## MECHANIC





To smiling, genial B. R. ("Cosz") Seeman a customer is a customer from educational cradle to grave. His high school ring buyer of yesterday is his college fraternity pin buyer today, his commercial plaque orderer tomorrow, his coffin plate prospect. That's how he sells more jewelry for L. G. Balfour—Tiffany of the college jewelry trade—than any other Balfour salesman.

For twenty years he's been a college man . . . ever since his days at Bucknell (where a "cozy" room in the Sigma Chi house gave him his nickname), and always will be one . . . playing poker with the boys, outyelling them at football games—all part of good selling technique. A vast acquaintance on nearly every campus has taught him the college market is the most "impressionable" of all . . . that it's a better bet than most advertisers realize . . . that once you sell a college boy, you *can* sell him for the rest of his life. The proof: Seeman goes on from college, selling service pins, efficiency awards, campaign prizes, etc. to the same "boys" in business.

Bass are his weakness; so is golf—championship golf. He's won back as many trophies—that he sold in the first place—as he has "star salesman" keys, and that's a big string.

## LIFE COLLEGIAN



## MAN WHO OWNS ONE



Unlicked by depression, Packard Motor Car Co.—with 1934 sales down to 6,071 cars—started spending six million dollars a year and invaded a new price market. Sales jumped to 52,256 in 1935, 83,226 last year and this year looks like 150,000. All of which is just like President Alvan Macauley. It's the way he thinks and works. He does unusual things.

He started it in 1895 as a young patent attorney when John Patterson took him into National Cash Register. Within two years he was in charge of engineering and inventions with a dozen patents of his own. And he learned much from Patterson, "father of modern salesmanship." American Arithometer—later Burroughs Adding Machine Co.—took him as general manager, expecting about 8,000 machines per year. In his nine years it sold 400,000.

In 1910 he became general manager of Packard; in 1916, president. Under his direction Packard developed a better airplane motor—the "Liberty" of war days. His greatly expanded plant produced airplanes, motors and trucks for Uncle Sam. Since then Packard has been through other major upheavals . . . came out successfully largely because Alvan Macauley, hard worker and hard player (he hunts, fishes, golfs, does woodworking and collects fine guns) isn't afraid to try new ventures with new methods.





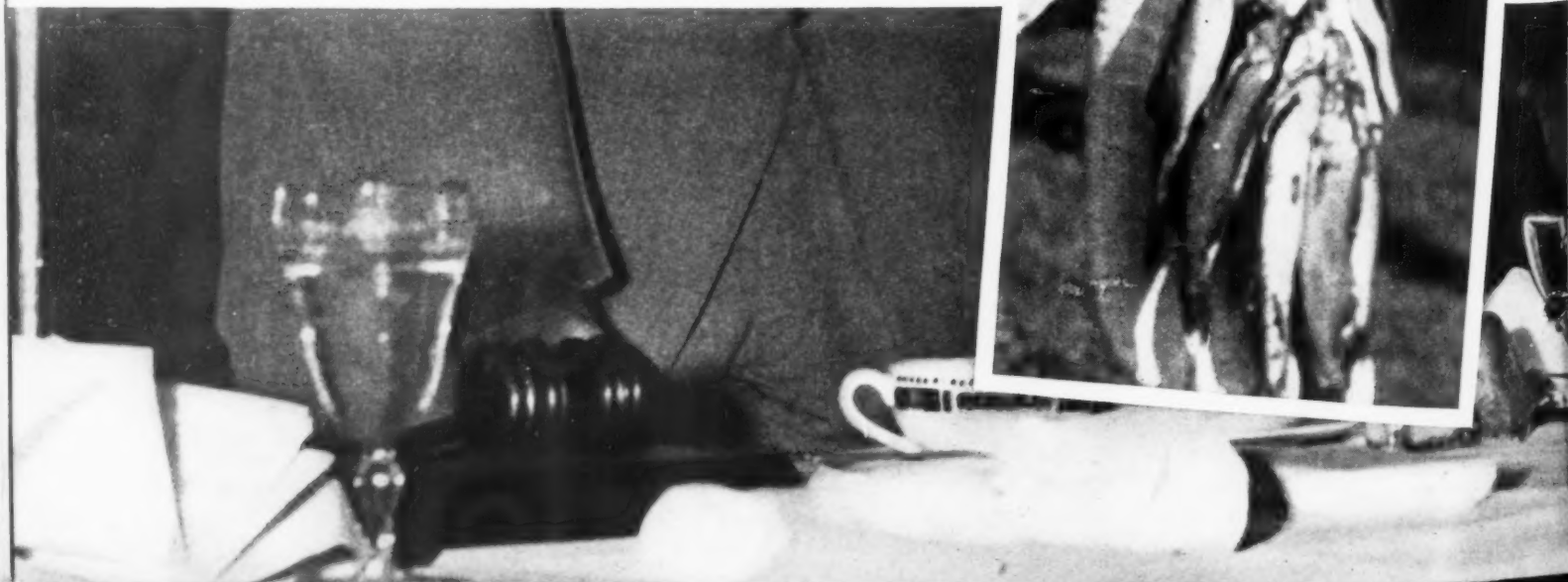


## TIRE GENERAL

On the letterhead of his company, he is William O'Neil; to associates he is "Bill" or "W. O."; he signs "W. O'Neil" to avoid confusion with three brothers with the same middle initial; but he is best known as the head of General Tire & Rubber Co. (one of the "Big Five") who took some original ideas on tire merchandising, \$1,100, and a bit of hard luck and produced a business of \$16,000,000 in sales volume. He's a general in today's tire army, using novel tactics.

From his father's Akron department store, he went to Kansas City as a tire dealer with \$2,000 of his own, \$2,000 from one partner and \$100 from another. Soon he was manufacturing tire accessories. Then he returned to Akron to make tires . . . with some well defined ideas about tire merchandising. His dealers were to be exclusive; they were not to sell General tires on price alone. He would not sell tires to automobile makers as original equipment but would concentrate on dealer sales to buyers of new cars for immediate replacement. Today, General advertising says "More new-car buyers *change-over* to Generals than to any other make." It was not easy but he has held General to its guns.

Mr. O'Neil likes to fish and play cards, but he likes selling better than anything else. He often tours among his dealers. It makes them better salesmen . . . and keeps the General plan on the track. How serious and enthusiastic he is about the profession of selling is strikingly demonstrated by his assertion that the salesman is the "forgotten man" in business under the new theory of creating less. In the main picture he is shown driving home that idea in a speech to the Sales Executives Club of New York.





# WINDOWER

A gum-drop started Polly Pettit on her career a dozen years ago. She made a gum-drop man for her son just because she liked to "make things." Somebody thought Huyler's would take the idea. They did, and paid Mrs. Pettit a royalty on the new candy form. Then she made window displays for them. Her peculiar skill and lively interest in windows developed into a profession. Today she makes strikingly beautiful and unusual displays for Fifth Avenue stores . . . an Easter window with furred mannequins whose surrealist heads were inverted fish bowls each containing a lily; conducts her own three-year-old New York School of Display that has graduated 300; directs a consulting display service; sells a syndicated service of display ideas to retail stores.

Mrs. Pettit believes display is a vocation well suited to women. "Women do 80 per cent of merchandise buying," she says, "and their natural flair for arranging flowers, grouping objects in a room, setting a beautiful table, designing and cutting and sewing a fine seam may be developed to qualify them for display position." Her trained beginners, both men and women, may start at \$25 a week but aim at \$5,000 to \$7,000 a year . . . "tops" in the profession is \$35,000. What *she* gets she doesn't say.

Mrs. Pettit, now 41, who sees windows as stages, the passing public as audiences, got her art training at Northfield Seminary. She collects puppets and geraniums . . . and loves cats, blooded or stray.



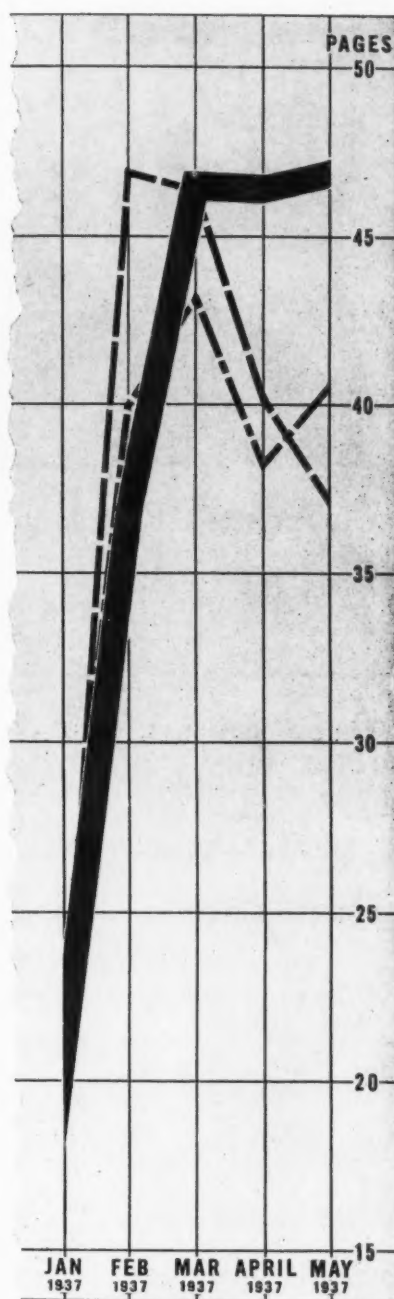
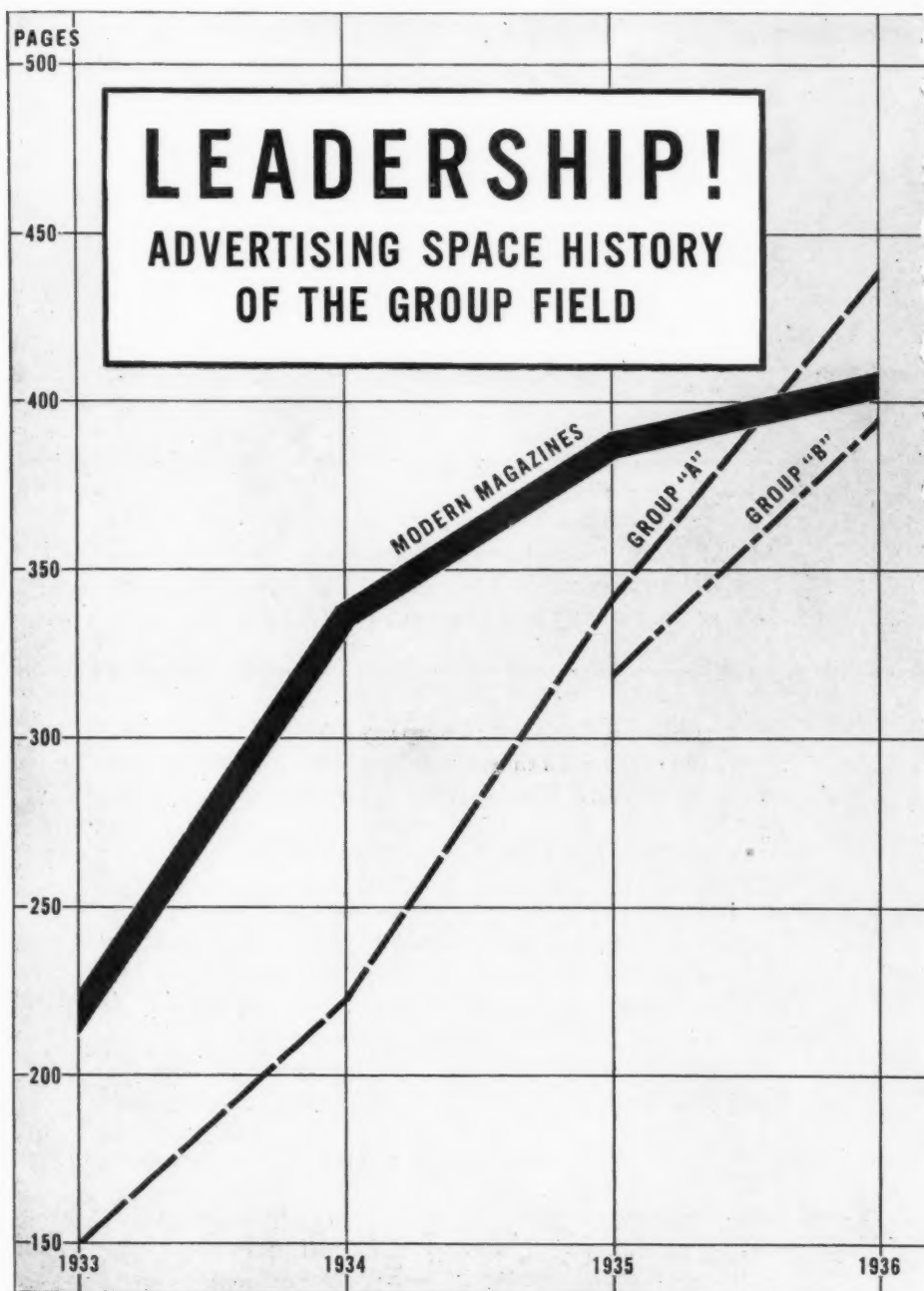


## RANGER

George A. Hughes is generally credited with having done more than any other one man to popularize home electric appliances. Chairman of the board of the Edison General Electric Appliance Co. Inc., of Chicago, his company has manufactured and sold more than 1,000,000 of the 2,000,000 electric ranges now in use. It pioneered the field and is to an overwhelming degree responsible for the development and acceptance of practically every household electric appliance except refrigerators and washers. It has boomed the residential income of electric utilities. He is shown above with his first range.

Mr. Hughes was a small town newspaper editor. Shortly after the turn of the century he found himself head of a string of electric light plants in Montana, the Dakotas and Minnesota. Fuel was scarce, electricity cheap. So he invented an electric range; built the first one in 1910.

Open coils were used at first. These burned out. Hotpoint Calrod sealed-in unit replaced them . . . good for fifteen years, or the life of the stove. Mr. Hughes' greatest problem, he says, was selling the electric utilities of the nation on making rates low enough for home electric cooking. In the end, however, they saw the light.



**MODERN MAGAZINES**, long the leader, carries more advertising than any other group for the first five months of 1937. Back of this leadership lie these all-important facts . . . there is *no substitute* for the strength of the individual magazine, and Modern Screen has the largest circulation of any movie magazine . . . Radio Stars has the largest circulation of any radio magazine . . . Modern Romances has the largest circulation of any Modern Magazine.

**THREE STRONG INDIVIDUAL MAGAZINES FORM**

**MODERN MAGAZINES**

**THE ONLY GROUP WITH UNDUPLICATED APPEALS**

NOTE: Charts based on figures from Printer's Ink Weekly represent average of total space carried by all magazines in each group. May is based on our measurements.



# FACTS-OF-THE-MONTH

Incoming facts consistently bear out the opinion of 900 advertisers that TIME gives them Best Coverage of the Best Market for their soups or steamships or steel or confectionery. Such new facts, for example, as these:

<b>ABOUT GROCERS (U. S. Biggest) .</b>	232 proprietors and managers of grocery stores with \$200,000 or more volume replied to a poll on their magazine preferences. They gave TIME first place, with half again as many first choices as the runner-up.
<b>ABOUT INSURANCE SALESMEN .</b>	Liberty Mutual Insurance Company asked its salesmen to name the magazines they considered best for Liberty Mutual's advertising. Out of 200 replies, 149 named TIME.
<b>ABOUT LINE-UPS . . . . .</b>	TIME's top-of-the-heap position in total advertising pages for 1936 was due to its top or near-top place on several smaller heaps. Publishers Information Bureau reports TIME first in 8 major classifications, second in 8; first in 11 sub-classifications, second in 10. (To date in 1937 TIME's lead in advertising pages is 30% greater than its margin of leadership a year ago.)
<b>ABOUT BUSY WOMEN. . . . .</b>	Many surveys which have found TIME the favorite magazine of business men have also found it the favorite of executives' wives. Now a survey of business women (1000 store executives, buyers, fashion experts were questioned—323 replied) shows that 37% of them, too, are regular TIME readers. (But no facts yet on the reading habits of their husbands.)

Weightiest fact is still the fact of TIME's importance to its readers. If you haven't seen this survey, ask for a copy of "Blood-hounding a Big Intangible." 135 E. 42nd St., New York City.

**TIME**  
The Weekly Newsmagazine  
**CARRIES WEIGHT**







# How Far—and for What—Does the Farmer Travel Today?

IT is obvious that the farmer is a consistently good market for manufactured goods but, like his cousin the industrial worker, a bigger buyer in certain periods than others. This happens to be one of his *best* periods, with strong demand and good prices for his products, and even balance in the relation of the price that he pays for manufactured goods and what he receives for his crops and livestock.

And, with the farmer having money to spend and the normal impulse to enjoy an ever-higher standard of living, what must the manufacturer do to get a full share of this attractive and important business?

The farmer must *want* his merchandise, and it must be *available*.

Farmers, like everyone else, must be influenced where they live and make most of their buying decisions. That calls for a judicious choice of media—a subject about which there need be little mystery to the sales or advertising executive who will examine the wealth of factual data about farmers and their interests.

But a problem which apparently is more puzzling is that of *where does the farmer buy?* Do I have sufficient distribution to make profitable an advertising campaign directed specifically to farmers? Do they do practically all of their buying in the nearest small town, and are my goods on sale there?

Let us attempt to answer the last question first—are my goods sold in the small town? Manufacturers who sell



All counties in this map are colored black that do not have in them any towns of 10,000 and over. These black counties have slightly more families than do the 112 largest cities in the United States. America still is predominantly rural. (9)

The second of two articles\*

BY PHILIP SALISBURY

Executive Editor, SALES MANAGEMENT

Farmers aren't a race or market apart—What they are earning today—How they are spending their money.

direct to the retail trade should know the answer. Those who sell through wholesalers quite often do not know. One manufacturer told SALES MANAGEMENT a few months ago that he had no distribution in towns under 10,000. True, he had no *jobbers* in towns under 10,000; but a later field survey of outlets ranging from cross-roads stores to those in cities up to 10,000 proved that he had distribution in 67%.

A farm publisher (1) had experienced field men spend the months of November and December in making a detailed study in three Texas areas—one in counties surrounding Lubbock, another around Waco, the third around Corpus Christi. Each section is quite distinctive as to industry, climate, etc., and it is 600 miles between Lubbock and Corpus Christi.

\* The first, "Taking Some of the Mystery Out of the Farm Market," appeared in the April 1 SM.

Studies were made in towns of these populations:

13	towns of	700	pop. to	1,499
14	"	1,500	"	2,499
10	"	2,500	"	4,999
5	"	5,000	"	9,999
4	"	over 10,000	pop.	

At least one (usually two or three) drug and grocery stores were studied in each town and a careful record was made of the national brands carried. It indicates that practically every nationally distributed drug or food product has sufficient distribution to justify an advertising campaign to farmers in the area. Here are a few of the results. The numerals indicate percentage of stores in which product was found:

## Grocery Store Surveys: 73 Stores

**Coffee, Etc.:** Maxwell House 100, Chase & Sanborn 81, Postum 80, Sanka 70, Kaffee Hag 67.

**Food Beverages:** Hershey's Cocoa 92, Ovaltine 90, Cocomalt 88, Baker's Cocoa 88, Baker's chocolate 82.

## Acknowledgment

SALES MANAGEMENT is indebted to the following for permission to republish original data:

1. Holland's, and Farm & Ranch
2. Farm Journal
3. Pacific Northwest Farm Trio
4. Meredith Publishing Co.
5. Progressive Farmer
6. Country Home
7. The Farmer's Wife
8. Successful Farming
9. Country Gentleman
10. Photograph credit to Pittsburgh Plate Glass Co.

References to these data are indicated in this article by figures in parentheses, as (1), (2), etc.



**No. 9** — A series of discussions of TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING HAS DONE . . . prepared by advertising agencies of wide experience in the use of business paper space . . . sponsored by these outstanding business papers:

Photograph by Valentino Sarra

AMERICAN BUILDER and BUILDING AGE, Chicago

BAKERS WEEKLY, New York

BLAST FURNACE and STEEL PLANT, Pittsburgh

BOOT and SHOE RECORDER, New York

BUILDING SUPPLY NEWS, Chicago

CHEMICAL & METALLURGICAL ENGINEERING, New York

COAL AGE, New York

FOOD INDUSTRIES, New York

THE FOUNDRY, Cleveland

HOTEL WORLD-REVIEW, New York

THE IRON AGE, New York

THE JEWELERS' CIRCULAR-KEYSTONE, New York

LAUNDRY AGE, New York

MACHINE DESIGN, Cleveland

MACHINERY, New York

NATIONAL PETROLEUM NEWS, Cleveland

THE NATIONAL PROVISIONER, Chicago

THE PAPER INDUSTRY, Chicago

POWER, New York

RAILWAY MECHANICAL ENGINEER, New York

SALES MANAGEMENT, New York

STEEL, Cleveland

IS sake

FOR the benefit of our clients' salesmen, we place great emphasis upon the importance of adequate and adequately prepared business paper campaigns. What other type of publication permits a printed message that can parallel so closely the salesman's own presentation of his product? Where but in the business-paper press can you talk of 'kilowatts,' 'demand penalties,' 'floor plans,' or 'stock investment'?

"In business papers we can segregate for the advertiser that important audience of industrial buyers, middlemen, and dealers who buy, not for the intrinsic worth of the product itself, but solely for the profit or saving that product will bring. Business paper readers buy when arithmetic proves that to buy is good business. We never allow ourselves to forget that fact in preparing business-paper copy.

"Last year we prepared for our clients more than 1300 such advertisements for business papers.

"Extensive field research brings us the facts that determine our business-paper copy theme and schedule recommendations. Finally, when the inquiries mount and we find our clients' salesmen using reprints during an interview, to drive home a sales argument—then we know that the business paper campaign is doing its job."



President

HENRI, HURST & McDONALD, INC.,

*Advertising*

520 No. Michigan Ave., Chicago, Ill.



W. B. HENRI



J. F. HURST



W. D. McDONALD

"THE modern advertising organization must be many-sided and of many capabilities. Now comes a national consumer campaign, now a local newspaper, outdoor, radio, or business paper series. Often all of these media are joined in one big, interlocked merchandising and sales plan. To overlook one is to imperil the effectiveness of all."

GOOD BUSINESS PAPERS  
BUILD BETTER BUSINESS

EDITOR'S NOTE: Fairbanks Morse & Co., a client of Henri, Hurst & McDonald, Inc., was awarded first prize for the 1936 Major Equipment Campaign by the 1936 convention of the National Industrial Advertisers Association.



## What the Farmer Buys in Various Sized Towns

(Table 1)

		Percent Buy in Towns of					
		Under 1,000	1,000 to 2,500	2,500 to 10,000	10,000 to 25,000	25,000 to 100,000	100,000 and over
Gasoline and Lubricating Oil.....	47	22	35	3	..	..	*
Hammers, Drills, Saws, Etc.....	48	21	27	5	*	*	*
Paints and Varnishes.....	40	26	27	7	1	2	1
Farm Implements and Machinery..	46	27	28	4	1	1	..
Groceries .....	53	27	32	6	1	1	*
Auto Tires and Accessories.....	38	22	32	8	4	2	1
Women's House Clothes.....	22	23	42	11	4	3	1
Automobiles .....	30	25	34	8	2	2	1
Furniture .....	20	28	31	12	4	7	1
Women's Dress Clothes.....	13	22	47	17	10	8	2

\*Less than 1%.

**Scouring Powders:** Old Dutch 92, Sunbrite 85, Bon Ami 98, Silver Dust 53.

**Polishes, Mops, Etc.:** O'Cedar 69, Johnson's Wax 63, Brillo 52, Johnson's Glo Coat 41.

**Canned Vegetables:** Del Monte 90, Phillips' 90, Libby 74, Heinz 71, Stokely's 69, Van Camp's 63, Del Maiz 41.

**Tomato Juice:** Libby's 69, Campbell's 67, Phillips' 66, Heinz 53, Stokely's 38, Van Camp's 36, Welch 19.

**Desserts, Ice Cream Mixes, Etc.:** Jell-O 99, Royal gelatine 73, Knox gelatine 81, Jell-O ice cream powder 81, Minute Tapioca 81, Kremel 71.

**Soaps for Face and Hands:** Lifebuoy 97, Palmolive 96, Camay 97, Lux 99, Ivory 93, Woodbury 88.

**Chips and Flakes:** Oxydol 99, Rinso 100, Super Suds 93, Lux Flakes 92, Ivory Flakes 82, Chipso 81, Palmolive Beads 64.

### Drug Store Surveys: 77 Stores

**Perfume:** Evening in Paris 94, Coty 94, Hudnut 80, Djer Kiss 38, Corday 36, Caron 28.

**Lipstick:** Max Factor 88, Tangee 98, Coty 91, Tattoo 71, Marvelous 58, Kiss Proof 48.

**Shampoo:** Fitch's 87, Mulsified Coconut Oil 87, Drene 82, Admiracion 77, Golden Glint 78, Packer's 86, Blondex 76.

**Lotions:** Hinds 99, Jergens 97, Chamberlain 87, Frostilla 86, Italian Balm 82, Dreskin 62, Edna Wallace Hopper 46, Hinz Ambrosia 39.

**Tooth Paste:** Ipana 97, Colgate 95, Pepsodent 95, Listerine 97, Dr. West 90, Forhan's 90, Squibb's 88, Iodent 83, Phillips' 82, Bost 72.

**Antiseptics:** Listerine 96, Pepsodent 95, S. T. 37-94, Lavis 96.

**Feminine:** Lysol 96, Zonite 94, Norforms 74.

**Sanitary Aids:** Kotex 96, Modess 65, Tampax 56.

**Ink:** Sheaffer's Skrip 78, Carter's 74, Parker's Quink 44.

Strangely enough, there are manufacturers who do not hesitate to advertise in big city markets where they

do not have 5% distribution—and many who believe they have no business advertising to farmers because they have only 50% distribution in small-town stores where they *think* farmers do practically all of their buying

As a matter of fact the farmer does a decreasingly small percentage of his buying in small towns. That doesn't mean the passing away of the small-town store. *The farmer has three times as much spendable money as he had five years ago.* He therefore can and does spend far more in dollars and cents in the small-town stores, but a smaller *percentage* of his income.

A survey (2) made a few months ago among 427 hardware dealers in towns under 10,000, chosen to give nation-wide representation, asked respondents to estimate the percentage of their business which came from farmers. The tabulation showed: 23.9% said that from 0 to 50% of their trade was with farmers, and 76.1% said it was from 50 to 100%. The median average was 69%. Without the farmer's trade the small town (non-industrial) would pass out. And it certainly hasn't. As shown in the April 1 article, retail



Many small-town merchants are holding trade by modernizing their stores and stocking the merchandise which farmers demand today. These "before and after" photographs of Roseborough's, Senatobia, Miss. (Population 1,264) are typical of what is going on in small towns all over the country. The storekeeper says that he has more than doubled his transient trade since the change. (10)







sales in towns under 10,000 increased more rapidly from 1933 to 1935 than in the big cities.

An analysis of Retail Sales Census returns in the states of Washington, Idaho and Oregon (3) shows that in cities of under 10,000 population are:

46.1% of the population,  
37.4% of total retail sales,  
38.9% of food sales,  
36.9% of automotive sales,  
49.1% of filling station sales.

What the farmer buys in various sized towns was brought out in a survey (4) which was published in the August 1, 1936, issue of SALES MANAGEMENT, and is reprinted on the facing page as Table 1.

The survey summarized in Table 1 was made in 1930, and farm experts are unanimous in agreeing that the percentages for the larger centers have increased since that time. Unfortunately, there is no exactly up-to-the-minute survey which proves how much the change has been.

A government survey of 1,251 consumer interviews in the Tulsa trading area showed that out-of-towners purchases were as follows:

Per cent of Total	Line of Merchandise
32.5	..... Women's Ready-to-Wear
20.1	..... Dry Goods
11.0	..... Men's Suits
9.8	..... Shoes
5.8	..... Men's Haberdashery
5.1	..... Furniture
3.8	..... Auto Accessories
3.4	..... Children's Clothes
2.9	..... Radios
2.2	..... Gifts and Novelties
1.6	..... Autos
1.3	..... Electrical Appliances
0.3	..... Jewelry
0.2	..... Musical Instruments

100.0%

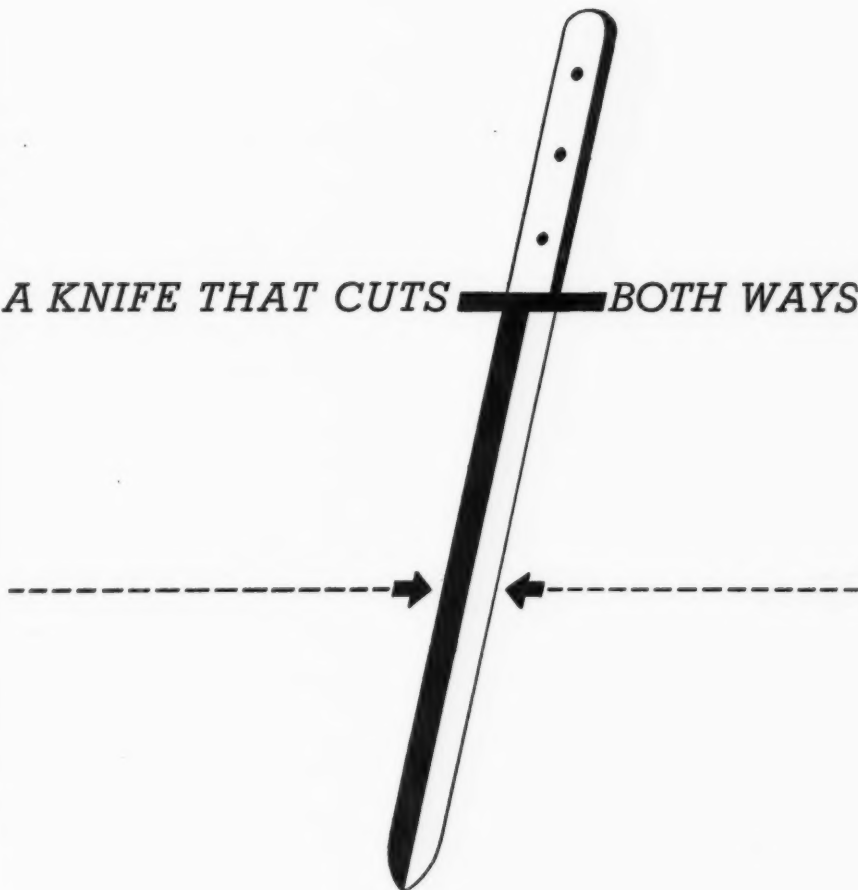
Farmers are like all the rest of us:  
*We tend constantly to lift our shopping horizon to bigger and better buying centers as soon as our means and travel facilities permit.*

### Desire and Funds Fix Distance

Take Waterloo, Iowa, as an example. Leading stores there report that 60% of their trade comes from out of town, with 30% from farmers who drive 10, 20, 40—sometimes as many as 70 miles. It is a good trading center—they sell as well as buy there. They find a better selection of goods than in the very small towns, and usually lower prices, too. Merchants in small towns complain bitterly about this; but it is likewise true that the largest problem faced by Waterloo merchants is the tendency of many Waterloo people to save their important shopping for a trip to Des Moines or Chicago. Chicago retailers are trying to hold trade which feels

APRIL 20, 1937

## A KNIFE THAT CUTS BOTH WAYS



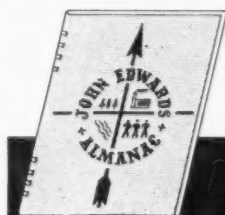
Keep quality up and bring cost down!

This is the two-edged demand of modern bond paper buyers. John Edwards Bond has been scientifically designed to strike the right balance between quality and price. • This new paper is a product of the most recent developments in paper-making. Actual conditions in press-rooms and offices were studied, and John Edwards Bond was designed to satisfy them. There is no guesswork about its quality, for every run of this unusual paper is *pre-tested* at the mill before shipment. • If you are seeking an economical bond paper that is especially suited to volume runs of letterheads and business forms, make a thorough test of John Edwards Bond. The superior quality which casual examination suggests, will be decisively confirmed by your printed results. • To get acquainted send for a free copy of JOHN EDWARDS ALMANAC for Bond Paper Users—a twelve-month assortment of worthwhile ideas for better letterheads, business-getting order blanks, and more attractive business forms. Simply sign the coupon and attach it to your business letterhead. Your copy of this novel idea portfolio will be mailed to you promptly.

## JOHN EDWARDS BOND

is one of the Pre-Tested Business Papers manufactured by The Nekoosa-Edwards Paper Company, Port Edwards, Wisconsin, makers of NEKOOSA BOND, NEKOOSA Mimeo BOND, and NEKOOSA LEDGER.

Gentlemen: Send me a copy of JOHN EDWARDS ALMANAC.



NAME \_\_\_\_\_

POSITION \_\_\_\_\_

Please attach this coupon to your business letterhead.

R.M. 4-20-37

[ 845 ]

ARE YOU A VICTIM OF THE

# "ROUTINE-RACKETEER?"



**Rout this office enemy with Ediphone Voice Writing! Give yourself 20% to 50% Added Business Capacity!**

If you find work piling high on your desk—if you have to stay after hours, night after night—if you simply can't get a chance to follow up that new business lead—then you are a victim of ROUTINE, those hundred and one office details which must be covered every day. You can rout this racketeer of time and energy with Ediphone Voice Writing!

Voice Writing gets routine done in a hurry. You answer your mail as you read it, the FIRST time. You confirm telephone calls, appointments, instructions, IMMEDIATELY. You dictate without delay whenever you are ready and add 20% to 50% to your business capacity!

For details of the Edison "You-Pay-Nothing" Plan, telephone The Ediphone, Your City, or address Desk S-37—



Thomas A. Edison, INCORPORATED WEST ORANGE, N. J., U.S.A.

VOICE-WRITE WITH THE  
**Ediphone**

[ 846 ]

that New York is the only place to get what they want, and many fine New York shops say that one of their serious problems is to overcome the habit many people have of going to London and Paris for the latest and best in styles.

Good roads and good cars make it possible—and pleasant—for the farmer to go greater distances to satisfy his wants.

Just *how far* does he go?

Seven hundred and thirty farmers in southern states (5) said they went an average of 7.3 miles for household supplies and 5.5 miles for groceries.

Personal interviews in 1,500 farm homes in 13 states (6) show that the farmer and his family traveled the following distances for clothing:

1 mile or less.....	7.1%
2 miles .....	10.8
3 miles .....	10.2
4 miles .....	8.8
5 miles .....	8.6
6-10 miles .....	21.1
10 miles or over.....	31.1
Mail Order.....	2.3

A mail survey among 3,837 farm wives (7) in 1935 asked how far they traveled to buy drug store products.

The answers:

Less than 8 miles...	53.0%
8-15 miles .....	31.6
16-25 miles .....	9.9
24-31 miles .....	3.0
32 miles or over.....	2.5

The distances that farmers will travel to buy various types of commodities—and *proof that the distances are growing greater*—are shown in Table 2. (8)

**Distances Farmers Travel to Buy (Table 2)**

	Median Number of Miles Traveled	
	1930	1936
Gasoline and Lubricating		
Oil .....	4.0	4.9
Groceries .....	4.0	4.9
Hammers, Drills, Saws, Etc.	4.6	6.7
Paints and Varnishes ....	4.9	6.8
Farm Implements and		
Machinery .....	4.9	7.3
Auto Accessories and Tires	5.0	7.6
Furniture .....	6.6	10.1
Automobiles .....	6.8	10.6

The 1930 figures in Table 2 are from a study based on 1,328 personal interviews with farmers. The 1936 figures are based on 1,361 postal card returns. Each investigation asked "How far do you go to buy each of the following items?"—and listed eight items representative of farmers' purchases.

The distances shown in the table are median averages, i.e., there are just as many who said they traveled more than 4.9 miles for gasoline and oil as there

are who said they traveled *less*. And, of course, these are one-way trips, and Mr. and Mrs. John Farmer still have to get home after they've bought their new davenport 10.1 miles from their living room.

Note the consistently larger figures reported in the 1936 study. In every case farmers say they are traveling farther now than they did in 1930.

With the exception of Paints and Varnishes and Farm Implements and Machinery which were tied in 1936, the order of the items is identical in both years. This is strong evidence that the two studies are directly comparable even though not made among the same individual farmers, for each checks the other in terms of the order of ranking given the items.

The evidence seems to show that farmers will continue to buy according to their ability to buy—and that ability for the year ahead continues very high. *Where* they buy, and *what* they buy will depend to a large extent on what manufacturers of branded products do to whet their appetites and make their products reasonably available.

## 35 Manufacturers Join in "Home Guild" Selling Plan

(Continued from page 828)

facturer may then writer her and enclose a free ticket to a Guild luncheon. He informs her:

"You are invited to attend a luncheon, as our guest, and try our product. You will also hear an interesting story about it."

As seats are limited the woman must call up and get an appointment. A few seats are reserved each day for such guests. Once when the coupon guests asked reservations in numbers too large to be served, an open date was found and 125 of them were brought in all at once. Since these were all guests of one company, executives of the company were invited in to meet them.

Special "nights" have been given over not only to the sales forces of participating manufacturers and distributors but to various stores in Chicago. There have been Marshall Field, Carson, Pirie, Scott and Boston Store nights. Executives and others of practically every independent chain in the Chicago area have had their nights.

When they come they are served with a supper which closely parallels the luncheon given the women. They see the slide film and listen to the recorded sales talk on each item. They are told how the whole set-up affects their selling work. They often meet

SALES MANAGEMENT

representatives of the manufacturers.

In regard to the women's luncheons and the selling plan they are told this:

"Without realizing it the housewife is put under the highest kind of selling pressure:

"1. She sees the demonstration of the product in the model kitchen.

"2. She sees the advertiser's complete display in the 'Street of Shops.'

"3. She hears an illustrated talk on the product in a darkened room.

"4. She sees a display advertisement of the product on her souvenir menu.

"If this doesn't sell her the product, nothing else will. Thus, every name on the daily list is a prospect that has been almost completely sold."

Mrs. Rene Robinson, home economics expert, has been in charge of the work from the beginning. Before coming to Chicago she was an instructor in the University of Colorado. She admits that she undertook the work in the beginning with a mixed feeling of enthusiasm and doubt.

"The idea was so new and so radical," she said, "that I had certain misgivings. However, it worked from the start and has been a wonderful experience."

Irwin L. Rosenberg, who handles the contacts with the sponsors, was for years an advertising executive for large companies and later in advertising agency work. He, too, says that it has been an extremely interesting experience in pioneering an idea.

"I don't think it could be worked," he remarked, "in any city with fewer than 1,000 women's clubs. The idea demands a new audience each day. The clubs must be carefully selected. The women must come from prosperous neighborhoods. It is advisable that no club repeat its visit oftener than once each year. We seldom have the same club in oftener than once in two years.

"That insures the sponsors against repeat names. It gives a steady flow of new prospects."

## Arch Preserver Repeats Contest Bringing 54% Sales Increase

**E.** T. Wright & Co., Inc., Rockland, Mass., manufacturers of Arch Preserver shoes for men, will repeat for its Spring campaign the successful contest which increased Fall sales 54% and gave the shoes a valuable lift in the style world.

The contest offers a \$1,000 sport kit and 20 pairs of AP shoes for the best letters of not more than 25 words explaining the preference for AP shoes as either style or comfort shoes. While advertising suggests that the entrants visit a local store for a fitting, this is not mandatory, and no purchases need be made.

A double spread in *Esquire* features approximately 30 items of the sports world as a build-up of interest in the contest. It also includes a complete directory of all dealers listed alphabetically according to cities.

The campaign, starting in April, was decided upon following a dealer survey concerning the Fall promotion. To the question, "Would you approve and support a similar campaign for Spring?" the company received enthusiastic response from 74% and favorable reaction from 12%.

The Fall campaign, staged October 15 to December 15, at the height of the men's shoe season, boosted sales 54% on the featured items. That promotion, too, used a double page in *Esquire* offering a \$1,000 wardrobe for the best 15-word slogan boosting AP shoes. The winning slogan, in-

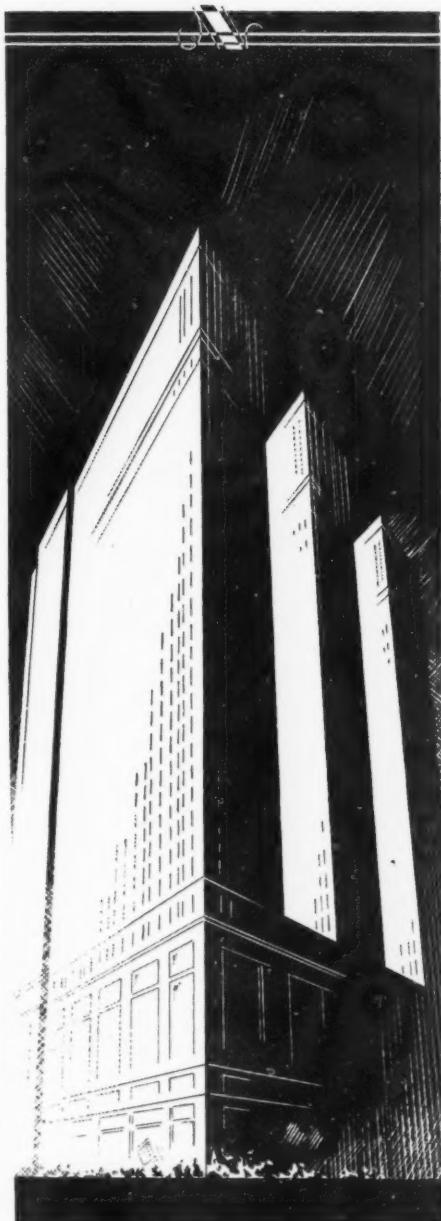
cidentally, was, "Wright Arch Preserver Shoes give you more mileage, more stylage and more smilage."

Wright's problem was similar to that faced by many manufacturers. The product had been marketed for many years, but there had grown up a resistance against the arch theme. While the shoes were of high quality, men wanted style as well as comfort. The problem thus became one of featuring the style theme in dramatic fashion. To aid this cause, the company increased the number of styles.

The wardrobe-slogan contest was decided upon to get this style copy read most widely, and the prize was so selected as to feature something of the luxury type, tying in with style and smartness. To further the quality and style themes, the company selected all items of this wardrobe from well known brands, featuring these as a means of emphasizing smartness.

The total number of responses to the contest offer was 57,705. Leo McCarthy, advertising manager, estimates that in excess of 3,000,000 men were reached with definite impressions, not mere side glances at copy.

The company sent each entrant a card of thanks for his interest and support and announced that names of winners could be seen at the local AP store on January 3, thus making a definite tie-up with the nearest store. These announcements "flooded" practically all stores with personal visits



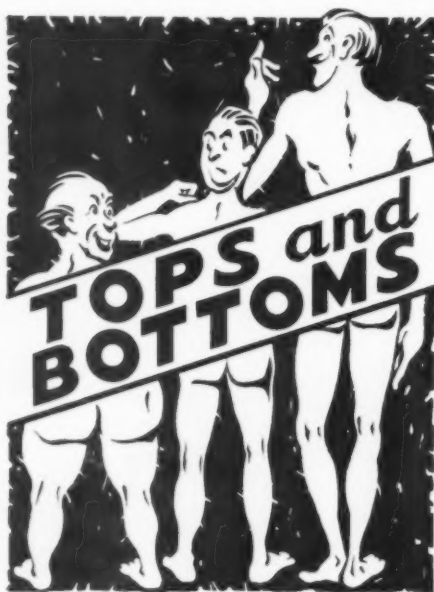
Not only  
in Chicago but all over  
the world  
the Palmer House  
is ranked foremost by  
experienced travelers.

★  
THE  
**PALMER HOUSE**

STATE STREET AT MONROE • CHICAGO

Edward T. Lawless, Manager





The Nudist Sales Contest is TOPS because it helps make new highs. It's the cream off the contest bottle. It puts Pike's Peak profiles on sales graphs. *Tops?* You're telling us!

BOTTOMS because it gets down below the grass-roots of sound sales psychology. It's a heads-up contest with its feet on the ground. And the price—well, that won't worry you.

If you're an impatient soul, by all means wire. If you can wait a day or two for the big news, just write. But do *something!*



[ 848 ]

and telephone calls, which naturally sold shoes.

In addition to the contest for consumers, the Wright company featured a dealer window display contest which gained them attractive window displays just at the peak of the men's Fall selling season. It also promoted a mat service to dealers, and a check-up reveals that 389 dealers used space in 165 newspapers.

To reach retail salesmen, Wright offered a vacations sweepstakes to the value of \$2,000, the prizes being awarded according to a system of points—the highest style numbers bringing the highest point values, thus inducing salesmen to feature the style units.

The contest was furthered by trade paper advertising and the mailing of nearly a quarter-million brochures to dealer prospects and customers.

The advertising is placed through Badger & Browning, Inc., Boston advertising agency.

## Sales Boom as Flooded Areas Rebuild, Restock

(Continued from page 820)

the deluge, the loss being more widely distributed through the voluntary sacrifice of manufacturers. The salesman visiting small stores in the area finds newer and better fixtures and more customers, since sales are surpassing 1936 volume by far.

Inspecting the railroad shops in stricken Paducah, one hardly would know that a \$1,000,000 locomotive program of the Illinois Central Railroad had been interrupted. Approximately 2,000 workers are at their places daily in the Louisville shops of the Louisville & Nashville Railroad. Construction continues on Louisville's new \$100,000 bus terminal.

Examine the statistics in this area from any angle you please, and the conclusion is much the same. Building permits in Louisville for March were \$455,995, a gain of \$157,853 over March, 1936, or 52%. Debits to individual accounts as of the week ending April 3 were \$39,359,525, as against \$36,592,855 in the corresponding week of 1936. For the year to date bank debits stand at 99.3 as against 90.4 a year ago. Bank clearings for 1937 to April were \$438,067,206. On the same day last year this total had reached only \$373,083,090. Statisticians would point to the gain of \$64,984,116 or 17%.

Further, Jefferson County and Louisville registered 7,500 commercial vehicles with the County Clerk for the first quarter of 1936, but for the same

period this year the total is 8,000. Flood or no flood, the passenger vehicles increased from 52,500 in the first three months of 1936 to 53,000 so far this year. Please bear in mind that the deadline for registration was March 1, 1937 (after the flood) so the bulk of this registration is post-flood business. Of 2,365 persons taken off rolls of the National Re-employment Service during February, 2,005 were placed with private employers. Daily newspaper advertising lineage in Louisville gained 171,611 lines in February, 1937, over 1936, but in March the gain over the corresponding month of 1937 was 438,471 lines.

"The spirit of resiliency here is marvelous," James L. Fieser, vice-president in charge of domestic operations for the American Red Cross, said to Mayor Neville Miller. "Recovery throughout the state is proceeding faster than following any previous major disaster in my experience. Everywhere I have gone in the state, people not only have cleaned their streets and houses, but have returned to their daily work with little or no period of industrial idleness intervening."

## DeVry Sponsors National Film Conference in June

The seventh annual national conference on visual education and film exhibition, sponsored by DeVry Foundation and open to members of the advertising, sales and educational fraternities of the country, will be held this year, June 21-24, at the Francis W. Parker School, Chicago.

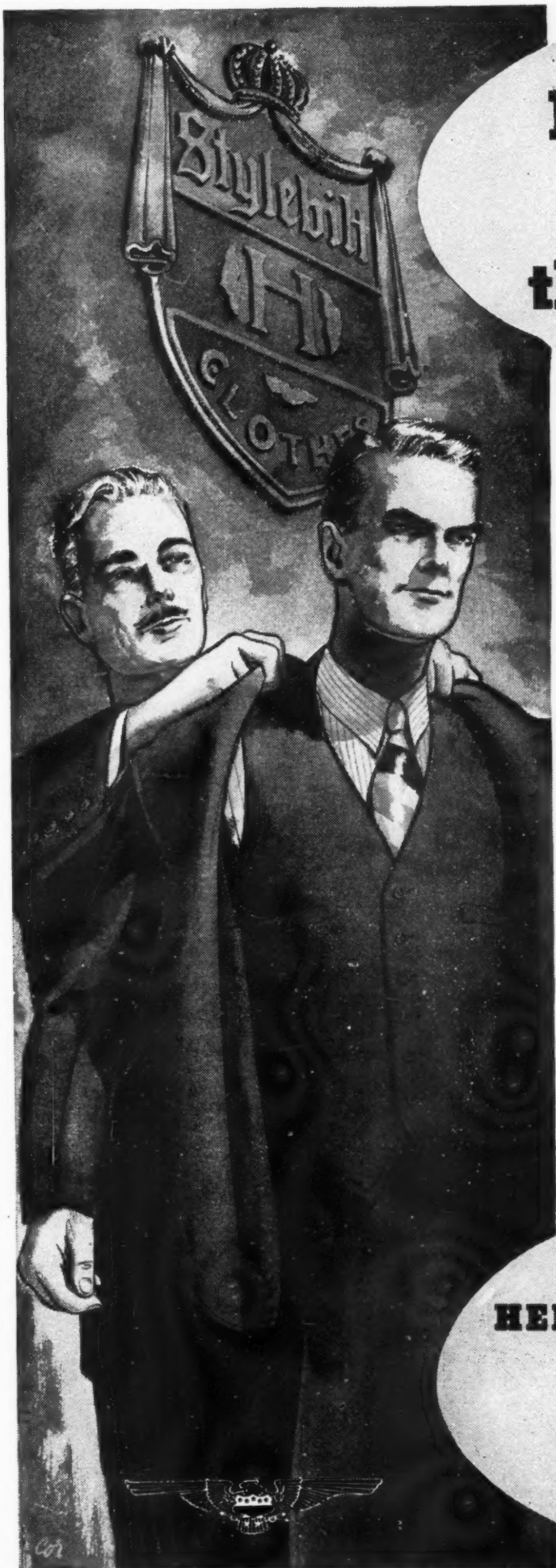
The four-day conference program will be devoted to current practices in the production of industrial and educational films. In addition to an almost continuous showing of selected non-theatrical films, both silent and sound, 16 and 35mm., advertising and schoolmen will discuss the advertising, sales and training, and educational values of present-day films.

Webster Hotel, Chicago, will be conference headquarters.

## Technical Publicity Officers

Robert A. Wheeler of the International Nickel Corp. has been elected president of the Technical Publicity Association, New York chapter of the National Industrial Advertisers Association. Other officers are: 1st vice-president, Edward A. Phoenix of Johns-Manville; 2nd vice-president, Keith B. Lydiad of the Fred Glen Small Co.; secretary-treasurer, Robert J. Borbarbour of the Bakelite Corp.; directors, Roger L. Wensley of G. M. Basford Co.; W. A. Cather of Babcock & Wilcox Co.; Marvin Hicks of *Fortune*; and Dick Swinsky of the Gulf Publishing Co.

SALES MANAGEMENT



## It's selling **COST** that counts!

It's not alone how much you sell; how much you spend for the volume you get is at least as important.

Advertisers in the stupendous market Chicago offers have learned that "Vitamin V" trims sales costs in a way that boosts profits. This energy-factor in the buy-minded circulation of the Herald and Examiner produces results beyond normal expectancy and produces them swiftly! It functions with economy as well as dispatch, as Mr. Philip Hilton, president of The Hilton Company, testifies in a recent letter.

His Loop men's clothing store, he wrote, has done a record business. The Herald and Examiner, his exclusive 1936 medium in Chicago, brought Hilton its biggest volume in years—at the lowest cost . . . less than 3% of sales!

That's pretty good for a specialty store, we're told. The Herald and Examiner can help you gain an equally gratifying result in this opulent market!

### **CHICAGO** **HERALD AND EXAMINER**

*Rich in "Vitamin V"*

NATIONAL ADVERTISING REPRESENTATIVES

**PAUL BLOCK AND ASSOCIATES**

NEW YORK	DETROIT	PHILADELPHIA
CHICAGO	BOSTON	CINCINNATI
LOS ANGELES	SAN FRANCISCO	



# Five Reasons Why Our Business Letters Bore People to Death

Read any morning's routine mail on any executive's desk and be appalled at the lack of character in America's business correspondence. And the lack of appreciation of some of the simplest fundamentals of good salesmanship.

BY

R. R. AURNER\*

*President, Aurner Correspondence Counsellors, and  
Professor of Business Administration,  
University of Wisconsin*

THE five most common weak points in the average dictated letter, as they have come under our observation during recent months are:

1. The form of the letter.
2. The opening sentence.
3. The closing sentence.
4. Timeworn stock phraseology.
5. The underlying tone of the letter.

Now, suppose we dig further into these points to see what causes all the trouble.

(1) Take, for example, the matter of letter form. It has been only during the past few years that the form of the letter has come to be considered as at all important. Of late it is recognized that when a man writes a letter he is paying, in point of fact, for costly advertising space. The space measures 8½" x 11" in most cases and costs him anywhere from 35 cents up to a dollar, and sometimes more. As a result, better typewritten layout is coming in for more emphasis. To create a good first visual impression, white space is more liberally used, following current display advertising tendencies. It is recognized that many an otherwise effective letter has been ruined through a mistaken idea of economy in stationery. More than one firm has made a costly discovery that to save the second sheet by crowding the first one may save a fourth of a cent—and lose \$40.

Today correspondence leaders train

\*Prof. Aurner is the author of "Effective Business Correspondence," "Effective English in Business," and "Effective Business Letters."

stenographers to type their letters like pictures in a frame so the eye may from the very beginning be pleased.

(2) Sermon after sermon has been preached on "How to Improve Dictated First Sentences," and yet from our observation this is without question one of the weakest points in 1937 letters. We still have with us every day, "We have received your letter of June 21." We have also, "Replying to your letter of June 21 we would say . . .," etc. The writer so easily might have said, "Thank you for your letter of June 21, giving us the list of tax revisions." Or, to show pleasing action in favor of the reader, the writer might have begun, "Just as soon as we received your letter of June 21 we took immediate steps to look up the matter of" etc.

Three simple maxims—one might almost call them three simple secrets—are really all that a man needs to master in order to get his first sentences off to a flying start and tell his reader what he wants to know—and instantly!

(a) Show action that has been taken.

(b) Express pleasure or regret.

(c) Make a specific statement; ask or answer a definite question.

If none of these three exactly answers a situation, some combination of them will occasionally serve.

Of the mistakes commonly committed in writing the first sentence of a letter, none is more frequent than giving too important a place to the date reference of the preceding letter. No date reference in the world deserves a lead-off position, unless a legal point depends upon it. Courtesy



Ewing Galloway

You may call it a letter—but to the recipient the badly typed, poorly phrased, cliché-studded epistle is just another pain in the neck.

should if possible lead, and the date reference should be given a subordinated position but should always be included.

(3) In seven out of ten letters written by the modern dictator the closing sentence is as out of date as a 1901 Stevens-Duryea; for seven out of ten of these letters will indulge in the much too costly luxury of the participial conclusion, reading something like "Trusting this will be satisfactory, and thanking you for past favors, we are."

What would you do if one of your friends walked up to you on the street corner and in a sing-song voice began: "Replying to your statement of yesterday when I met you on this same corner, would say that I am of the opinion," etc., until he came to his conclusion, "Hoping this meets with your approval and trusting that we shall have the pleasure of meeting again on this corner tomorrow, I beg to remain, very truly yours"?

If the average business man only knew how much power he could add to his letters he would stop dictating "Looking forward to filling your order promptly, we are, yours very truly";

SALES MANAGEMENT



# *Sure they're tough on cars!*

**P**UT TWO AND A HALF million energetic drivers behind steering wheels and you're bound to see action! With an incurable urge to go places and do things, the Active Market burns up more gas, drives more miles, grinds down more tires than any group of equal size in the world!\*

It's in their blood.

And Collier's is the only weekly magazine that fully caters to their turn of mind.

It's fast moving both in print and pictures. Many of its features are complete on a single page! Its editorials are brief, straight-to-the-point, hard-hitting. It carries ten times more 4-color illustrations than its nearest competitor. And every page from first to last maintains the pace.

That's the kind of magazine that naturally grabs the interest of every active-minded man or woman. And it's the kind of magazine that blasts sales loose in a hurry.

More and more advertisers each month are finding that it's just good advertising sense to head for the Active Market, and let the other fellow worry about the rest of the world.



*\*We checked the speedometers of 2435 motorists at Hartford, Connecticut.*

## **Collier's** *The Active Market*

THE CROWELL PUBLISHING COMPANY • 250 Park Avenue, New York • Publishers of COLLIER'S • WOMAN'S HOME COMPANION • THE AMERICAN MAGAZINE • THE COUNTRY HOME — *The Largest Magazine Audience in the World—More than 9,000,000 Circulation*  
Copr. 1937, The Crowell Publishing Co.

APRIL 20, 1937

[851]

and would change it to read "We look forward to filling promptly your order for Smith-Jones equipment. Yours very sincerely." He would also stop dictating "Hoping this arrangement will prove satisfactory to you and trusting that we may be favored with more of your business in the future, we are, yours very truly"; and he would start to dictate "We are confident that such an arrangement will prove satisfactory to you and we want you to know that we appreciate the business you are giving us. Yours very truly."

In so many cases the only difference rests in the verb. In the first place the participle is the weakest form of the verb; and in the second place the participial formula has been worn out through the pounding of a billion typewriter keys.

(4) Surprising though it may seem, worn out and hackneyed stock phrases still persist in hundreds of otherwise modern communications, and this in spite of the critical broadside leveled at them.

Inflexible, unyielding, wooden Indian, double case-hardened, though they may be, the old war horses still blunder on. Scores of letters "beg to acknowledge" and "beg to remain";

"beg to inform" and "beg to advise that same is at hand as per advice of the 7th ult." As all the other war horses parade before us, we recognize dictation that is commonplace and worn out in spirit, as flat as dishwater in human quality, as shallow as a pie pan in personality.

How simple is the antidote! Good, clear, common-sense English addressed to the reader as a flesh and blood man who talks as you talk. Why resort to stock phrases when there are so many new and fresh ones asking to be used?

(5) Striking the right tone in the letter is most difficult for the average dictator. Contrast the following letters; note how the first one bungles the tone and makes everybody unhappy; note how the second one, by a simple transposition of ideas and a keen sense of tact and diplomacy, smooths everything over and makes the customer happy.

"Dear Mrs. Frederick:

"We have your letter of March 22 in which you ask us to change the engraving on the silver cup you recently ordered from us.

"It is the policy of this firm to allow no returns whatsoever for alterations of this nature. Hence we cannot make the alterations, as you ask. If we were to allow you to return this cup, we would have to make

the allowance to many others, and we cannot afford to do this.

"We think any local jeweler can do the job for you without much trouble. Our suggestion is that you try F. L. Gamm of your city. He handles some of our goods, and would probably do about as good a job as anyone.

"Regretting our inability to serve you better, and trusting you see our point of view in not wanting to violate a long standing rule of our company, we are

"Yours very truly,"

"Dear Mrs. Frederick:

"We are glad, in reply to your letter of March 22, relative to the re-engraving on your silver cup, to refer you to the Gamm Jewelry Co., 21 North Street, Madison, Wisconsin. This company is our special representative in Madison.

"Mr. F. L. Gamm will take care of the alteration you wish made in the engraving, and will take personal pains to see that the change is made to your satisfaction.

"It is always a pleasure to serve customers in every way possible. While we cannot, owing to a policy long established in the company, bear the expense of this alteration, we are sure that you will be pleased with the added convenience and dispatch of having it done in Madison, where you will be able to pick out personally the style of engraving you prefer in the altering of the name.

"Believe us anxious to serve you whenever you need further additions to your silver collection.

"Sincerely yours,"

## Edison-Hotpoint Takes Big Space in Trade Journals

Edison General Electric Appliance Co., Chicago, will feature Edison Hotpoint heavy duty commercial cooking equipment in 11 publications covering five food service fields and two distribution channels.

Six markets, estimates Grant Call, manager of the commercial cooking department, will this year buy \$12,000,000 worth of cooking equipment: Restaurants, hotels, clubs, hospitals, schools, and bakeries. To reach these, single pages, four-page rotogravure inserts and facing pages in the following publications are scheduled for the campaign:

*American Restaurant, Restaurant Management, Club Management, Hotel Management, Hotel Monthly, Hotel Bulletin, Modern Hospital, Bakers Weekly, Nation's Schools, Institutional Jobber, and Electric Light & Power.*

Copy will give chief position to the new Edison-Hotpoint "Husky" electric range, counter fry kettle, and "Ad-A-Deck" ovens. Roto inserts picture this equipment in typical installations—a method that last year met with great success.

Catalogs, sales manuals, and direct mail are adjuncts to the trade paper drive. Maxon, Inc., Chicago, is the agency in charge.

SALES MANAGEMENT



## There's a

# GOOD SIDE TO GOSSIP

Listen as you loiter through your morning shave on any of the crack trains coming into Chicago and you'll be sure to hear someone say, "I'm going right home—to The Stevens." Men who know the full flavor of living say lots of fine things about the world of ease and comfort to be found here in Chicago—at the world's largest hotel.

They talk about the location, so ideal

for active days and restful nights . . . the downy beds inviting deep, refreshing sleep . . . the food so temptingly prepared. They also tell of thoughtful little things you too seldom find elsewhere—service details that keep your mind at ease.

Come to The Stevens. You'll find abundant comfort—the new joy of living that has made The Stevens Chicago's Outstanding Hotel.



# Stevens

## HOTEL CHICAGO

OTTO K. EITEL, Managing Director

# ★ *New Figures*

EVENINGS ONLY

## STATEMENT OF CIRCULATION **BALTIMORE NEWS-POST**

★ Publisher's Statement to A.B.C. for 6 months ending March 31, 1937

**HOME DELIVERY . . . . . 114,499**

**TOTAL CITY ZONE . . . . . 175,206**

**TOTAL TRADING AREA . . . . . 190,129**

**TOTAL CIRCULATION . . . . . 206,894**

REACHING  
MORE THAN  
**4<sup>out</sup> of 5**  
BALTIMORE  
FAMILIES

*There is No Substitute for Circulation*

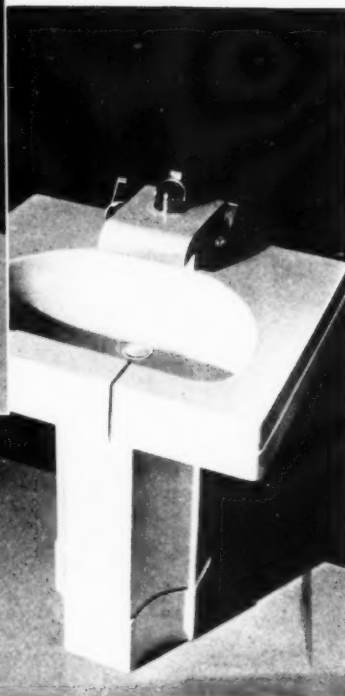
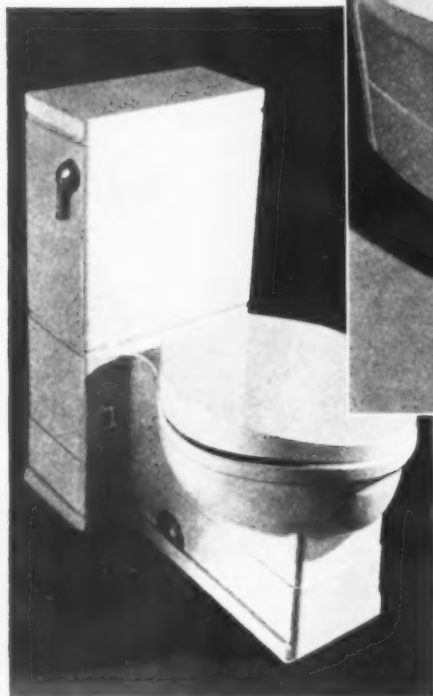
**BALTIMORE  
NEWS  POST**

and **Sunday American**

Average net paid circulation of the Sunday American for six months  
ending March 31, 1937—232,305; the largest in all the South

*National Representatives: Hearst International Advertising Service, Rodney E. Boone, General Manager*





**1.** *Neuvogue:* Crane Co.'s plumbing fixtures are "modern and yet conservative enough to fit into any architect's scheme." Designed by Henry Dreyfuss, the three pieces are related by similar band and line treatment; are all easy to clean and operate. In the lavatory, hardware and fittings are combined in a panel of the porcelain itself. The bowl is for the first time semi-circular; and the shelf space is unusually large. Illustrated is a pedestal base; others are of chromium.

## DESIGNING TO SELL

**2.** *Fan-cy:* York Pharmacal Co., St. Louis, adds nail polish, brilliantine, and hair oil to its line and puts them in these fan-shaped bottles. The two latter have brass caps; the nail polish top is molded in white. Bottles by Owens-Illinois Glass Co., Toledo. Initial and repeat business has been unusually successful.

**3.** *Spillproof:* Dedon Laboratories, Erie, Pa., ends the breakage of cosmetic jars by unwary and hurried elbows, and the subsequent spilling of the contents, by placing the three most used jars in separate receptacles in one large package. Foundation cream, cleansing cream, and face powder, are thus fitted into a white and blue Plaskon holder. Each jar may be removed for refills. The package won a gold award in *Modern Packaging's* All America Package Competition

**4.** *Hard Tack:* Ryola Health Bread Co., Minneapolis, has been making Scandinavian rye hard tack for the past ten years. Less than six months ago a Cellophane wrapped package of wafer style Ryola was introduced. "Results obtained have been highly pleasing," says President G. M. Fredeen. "We are enjoying as high as 50-case initial orders on the strength of the sample and label alone." The firm uses direct mail advertising only, and has obtained national distribution.

**5.** *Star Finder:* By simple adjustment of Rand-McNally's "Celestial Globe" for time and place, stars above the horizon ring correspond with their true positions as they are seen from any place on earth at any hour of the night. By using a Bakelite molded base, the company cut the price to a quarter of that of the previous model. Chicago Molded Products Corp. was the molder.



**6. Cook's Clock:** Westinghouse has added a combination clock and stove-timer to its electric ranges. Two models are pictured. Smoke and grease cannot affect the clock's housing—gray molded Plaskon. With it the housewife may instantly check on the roast, the egg, or how long it will be before the hungry family comes home.

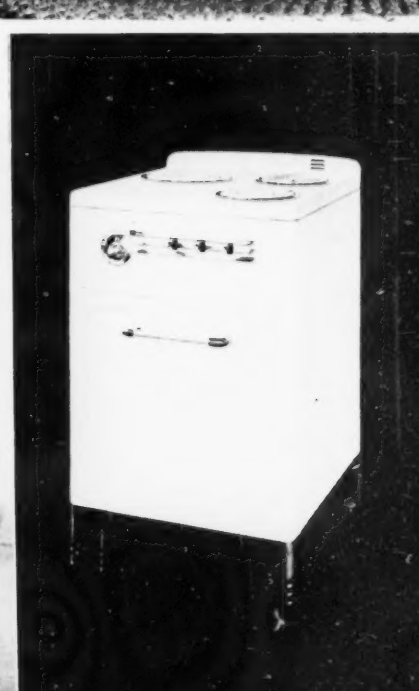
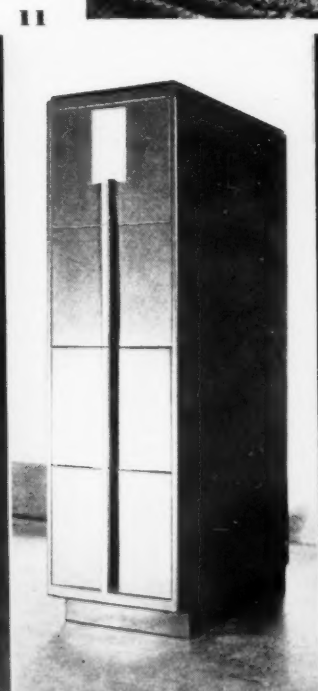
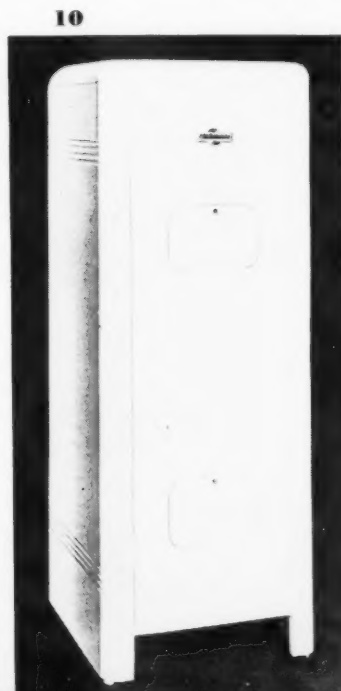
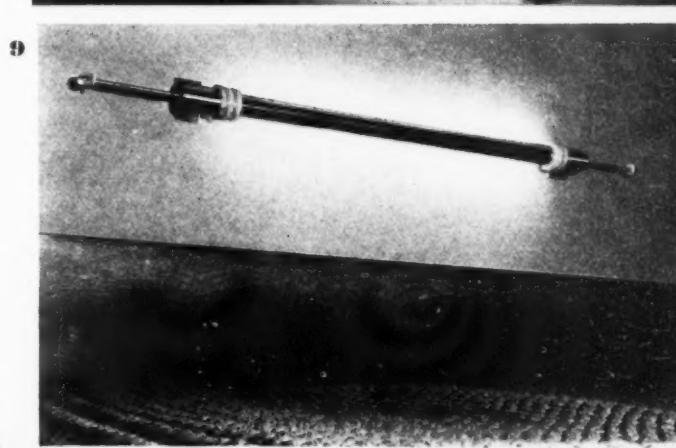
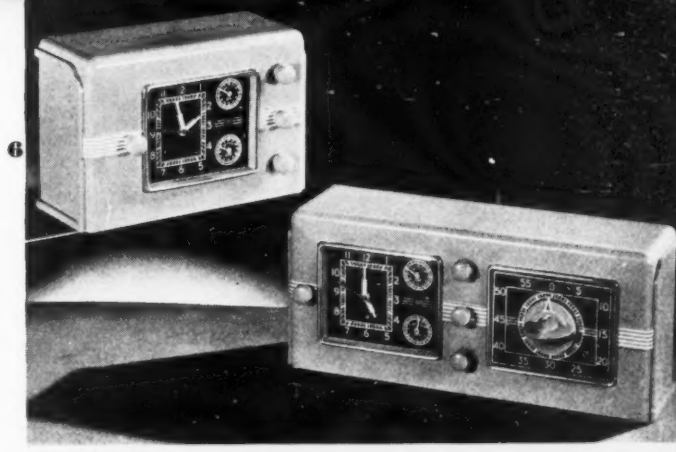
**7. Change-over:** Cortland Baking Co., Cortland, N. Y., and Corning Baking Co., Corning, N. Y., makers of Cobakeo bread, found that wrappers for their various kinds of bread had begun to show too wide variations. There was no unity. New designs, with a clan identification, were accordingly developed for the entire group. These were tested on housewives. The best liked elements of each design were assembled. They appear in the lower trio of loaves. Their predecessors are above. To familiarize the public with the new wrappers gradually, they were used at first with the old wrappers outside. Despite the radical change, the transition was accomplished with ease. All wrappers now have a similar character, plus the Cobakeo boy trade-mark.

**8. Knightly:** Loose-Wiles Biscuit Co. introduces a new package for its "Nobility" cookie and cracker assortment. Knights in full armor joust on the cover. Robert Gair Co. designed and produced it.

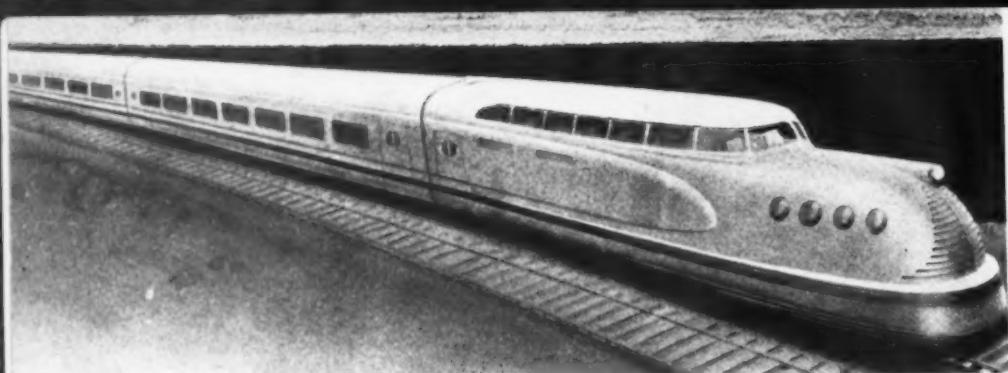
**9. For Readers-in-Bed:** This Lumiline strip light, of bronze with Catalin trim, was designed and fabricated by Paul Weill, Inc., New York. Its bronze reflector throws light downward from the bed's head. Two Lumiline units at either end are controlled independently by rotary switches. Photo courtesy of Weill & Stone.

**10. Electromasterpieces:** (Right and left in group below) Wilbur Henry Adams has designed this electric range and water heater for Electromaster, Inc., Detroit. The first, finished in porcelain enamel and Dulux, is aimed at the apartment-dweller whose space is limited. The heater is a long step ahead of the old-fashioned iron tank.

**11. Cabinet of the Future Today:** Four features distinguish Berger Manufacturing Co.'s steel filing cabinet: The turret top set back from the edges; rounded corners; label holders for all four drawers are grouped at the top, eliminating stooping; the recessed base improves cleaning facilities, protects against scratching. Wilbur Henry Adams was the designer.







12

**12.** Up in Front: This proposed Diesel locomotive is unique in that it has space for passengers in the locomotive itself. Everyone likes to be close to the throttle and engineer and to see what is on the track. Designed in sections, the train is made up of several cars for long hauls, while the locomotive may be used alone to carry a few passengers. Not yet an actuality, Designer Wilbur Henry Adams expects to see it in operation before long.

**13.** Kid's Delight: Triumph Fusee and Fireworks Co., Elkton, Md., presents a novelty selection of fireworks wrapped in a Revolutionary War battle scene. The Gangster's Den box is another lively item. It starts with a shrill whistle and ends with dense, yellow smoke and a cannon report. Packages by Robert Gair Co.

**14.** Three-in-One: Taylor Instrument Co.'s, Rochester, N. Y., combine the familiar Stormoguide, with temperature and humidity indicators in one compact unit. The housing, by Diemolding Corp., is molded Durez set off by chromium plated horizontal bands. It is light in weight, won't scratch or wear.

**15.** Old Product, New Garb: The Carborundum Co., Niagara Falls, redesigns its packages for sharpening stones, retaining the former buff color and Indian head trade mark, but modernizing the design. A decalcomania marks each stone, instead of, as previously, a rubber stamp. Repackaging is being extended to the long line of sharpening stones with "entirely favorable" reaction from trade and public.

**17.** Floor Merchandiser: Cool gray, blues, and white are the colors which set off the gay-hued Hudnut face powder boxes in this store display. It was designed by Goldsborough & Smith, New York, and executed on colored stock by "silk screen" process by the Hinde & Dauch Paper Co., Sandusky, O.

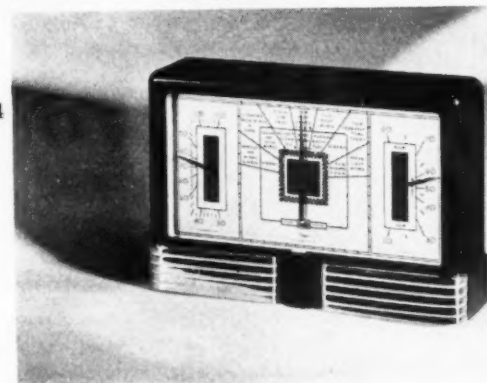


17

**16.** Straws in the Sales Wind: Stone Straw Corp., Washington, D. C., has given zest to a rather drab product with fresh packages. Assortments include cartons for regular, extra-long bottle straws, and for colored, transparent drinking straws. The last are offered in seven hues, in a display carton for home use. All the packages have transparent windows, and family identity. The black, red, and silver colors are especially striking contrasted with the colored straws. Robert Gair Co. is responsible for the containers.



13



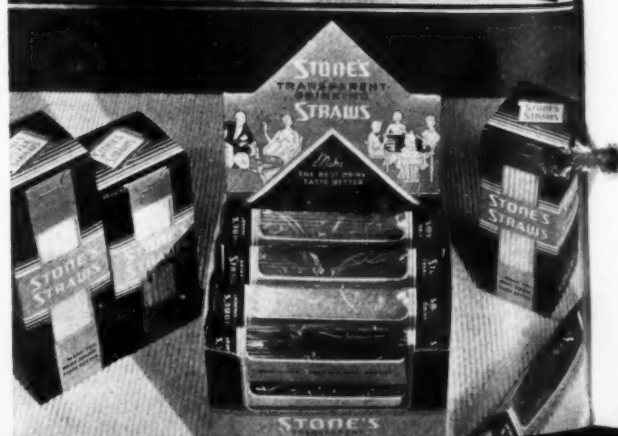
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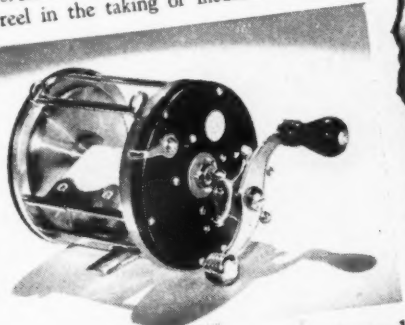
# DESIGNING TO SELL



# "In the News" means "In Demand"

## SALES-SEASON FOR "TEMPLAR" REELS NOW ON

The Pflueger "Templar" reel made by Enterprise Mfg. Co., Akron, occupies an enviable position in the affections of thousands of satisfied owners. Built throughout to withstand the strain on a reel in the taking of medium-heavy and



Pflueger "Templar" now in popular demand

heavy saltwater gamefish, its perma-mesh gears, black BAKELITE and nickel silver construction trimmed in polished diamolite, add to it an attractiveness that is exceeded only by performance. The reel is offered in two sizes, 400 and 500 yards, and at a moderate retail price.

The market for a reel of this type will be very active during the next couple of months.

SPORTING GOODS JOURNAL



## The word "Bakelite" is always News, because it builds demand

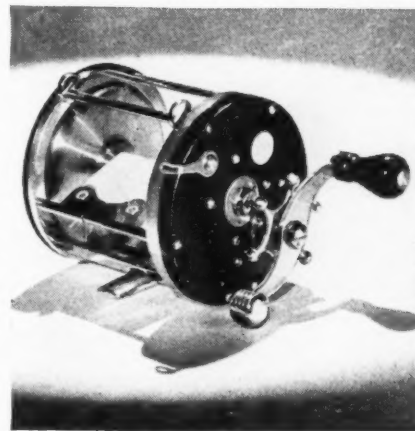
POPULAR acceptance of Bakelite Materials is so well established that the phrase "made with Bakelite" in any description of a manufactured product is apt to win wide and favorable publicity for the item.

In the "New Products" columns of many different types of magazines, newspapers and other periodicals, the name "Bakelite" appears almost daily because it adds to the news value and prestige of new products when they are introduced to the public.

This important merchandising aspect of Bakelite Materials is merely a *plus* value resulting from their use. Basic advantages of even

greater benefit to makers of a vast variety of products, are the production economies, simplified assemblies, and improved appearance, performance and quality furnished by these decorative, functional materials.

Bakelite Materials are of many types, including molding plastics, laminated stock, cast resinoids, special cements, varnishes, lacquers and others. To learn more about them, and how they may benefit your own products, write for our interesting illustrated booklets 26M, "Bakelite Molded" and 26L, "Bakelite Laminated". Copies will be sent promptly on request.



Super-quality fishing reel with lustrous Bakelite Molded ends and handle that withstand salt water and rough service. Product of Enterprise Mfg. Co., Akron, O.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y.  
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Canada West Coast: Electrical Specialty Co., Inc., 316 Eleventh Street, San Francisco, Cal.

# BAKELITE

The registered trade mark shown above distinguishes materials manufactured by Bakelite Corporation. Under the symbol "B" is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products.



## THE MATERIAL OF A THOUSAND USES

APRIL 20, 1937

[857]



## PLANNED TO SELL *your line*

WHEREVER your salesmen can drive their cars, they can take Autocruisers with them—custom-built, specially designed, traveling showrooms. Built for years of constant service—increased salesmen's effectiveness—open new territories impossible to cultivate under present methods—save thousands of dollars each year—advertise your products every mile they travel. Send for complete details today. Hundreds of businesses now using Autocruisers successfully.

**AUTOCRUISER**  
COMPANY OF AMERICA INC.  
4402 YORK ROAD BALTIMORE, MD.

**ENJOY THE BEST IN  
NEW YORK**

The Ambassador offers you a truly fine hotel, a distinguished address and a convenient location. Single rooms from \$5.00 Double \$7, Suites \$10.00

Ownership Management  
I. C. Thorne & I. I. Atkinson

*The Hotel  
Ambassador*

PARK AVE • 51st to 52nd Sts.  
NEW YORK

# Trailers Prove Potent Sales Tool for Many Types of Products

(Continued from page 818)

be that the buyer, after a few trips, would say, 'Oh, I've seen your line. I know what it is. I don't want to take the time to leave the store.' On the other hand, he may get used to stepping out and will look forward to it.

"If buyers find that a company works habitually with trailers they may adjust themselves to that way of doing business. I found that it doesn't do to say to a customer, 'Come down to the trailer and I'll set up the display for you.' He is too likely to reply, 'Don't set up for me. Don't go to the bother.' Apparently he feels that if you set up the display for him he is obligated to buy.

"I'm inclined to think I sold a broader number of items out of the line than I would if I'd walked into the customers' stores and offices with grips. I think, generally, the buyers liked the idea.

"With a little more experience I think we can do some things to the trailer set-up that will make it better. We can improve the displays, balance the load better, and make the entire layout more attractive.

"Every time I met a man selling from a trailer I made it a point to talk with him about his experiences. Some men like the idea much better than others and I think success with a trailer depends a great deal on the personality of the man, his methods, and his attitude toward the trailer.

"It is my belief that trailer salesmen, as a rule, will have to be specially trained for the work as there seems to be something different about the technique. I'm convinced trailers will work under proper conditions."

### Outboard Likes Rural Results

Contrary to Mr. Owen's feeling of doubt about the efficiency of trailer selling for more sparsely populated areas, is the experience of Outboard Motors, Inc., and Singer Sewing Machine Co. Both these firms have operated trailers mostly in small towns. Outboard Motors has developed comparative form sheets for use by trailer salesmen which show a very definite increase in sales in undeveloped territories since they were worked with the motor equipment. This company mails letters in advance of the trailer's arrival to motor prospects; the man who operates the trailer sells direct to the

dealer and at the same time creates as much interest as he can among retail prospects.

Singer, having used trailers for three years, now has 35 in the field, covering all parts of the United States and some sections of Canada. Their cars are designed more for general consumer educational work than for direct sales. Each carries a hostess, well versed in the needlecraft arts, who talks wardrobes, home decorating, and fancy needlework to women.

The Gambill Co., Inc., of Chicago, distributor of household appliances, after 15 months' experience with commercial trailer selling, is completely sold on the effectiveness of the idea. Gambill distributes through 360 dealers in 13 counties in Illinois. Its territory includes Chicago.

### Gambill Travels 55 Trailers

Fifty-five trailers have been operated by these dealers over a period of months, 13 of them in Chicago proper. As a result of its experience it has recently, working with the Hayes Body Co., of Grand Rapids, Mich., designed a special trailer which it will adopt and offer to its dealers.

This trailer is all steel—frame, sides and top, welded—and special weight balance has been worked out to carry a full load of appliances. When a purchase is made the appliance will be lifted out and delivered direct from the trailer.

Each tow car is equipped with a panel body and can carry one 6-foot refrigerator and two washing machines. In the trailer will be one 40-inch range, one refrigerator, 12 radio table sets, two radio consoles, waffle irons, flat irons, toasters, Mix-Masters and an array of smaller appliances.

An innovation is that each trailer will have two rooms, separated by an arch. One will be in mahogany veneer with a living room atmosphere. Here will be the radios and other selected items. It will have a desk where orders may be signed. Folding chairs will be used.

The other room will have a modern kitchen atmosphere and is done in colorful tile to about five feet and from there up, including the ceiling, in white enamel. Here the refrigerators and washing appliances will be installed.





New Jersey Typewriter Sales Co. has been taking care of its small town trade and increasing typewriter sales since last Fall with this traveling show room. Interior of the trailer is fitted out with a complete line of demonstration typewriters and typewriter equipment. Equipment by Pierce Arrow.

This special standard trailer will be sold to dealers for \$715 on terms of \$200 down and \$35 a month until paid for.

J. W. Hill, sales promotion manager of the Gambill company, in discussing the organization's experiences with trailers, said:

"It is our opinion that the trailer-dealer is a coming phase of trailer selling. I'm not talking of the dealer who has a store and sends out salesmen with trailers. I'm talking of the small town dealer, who has no store. His only store will be his trailer. He will keep his stock in his garage, his basement or some low-rent store room.

"Each morning he will load up his stock for the day and set out. It will be a glorified evolution of the old-time pack peddler.

"Up to now sales organizations have looked upon the trailer as having two uses. They are:

"1. The traveling billboard; strictly advertising.

"2. The sales tool; used in active selling.

"Any merchandiser should understand that the trailer cannot sell goods by itself. A definite selling plan must be built up and the plan must be followed regularly and consistently. Not every salesman works well as a trailer salesman. Our best results have been obtained with former Singer sewing machine men.

"These have been schooled in the art of closing. The man who can close a sale and deliver the goods on the spot will make good with a trailer. He's the type who picks the goods up and sets them down in the home.

"The Home Equipment Co., of Hammond, Ind., has had an interesting experience. It has ten men on its staff and one trailer. The men pay one dollar for its use in the morning and another dollar in the afternoon. That

just about pays the operating costs. They use the trailer only on pre-arranged calls.

"They've had such good luck with it that they almost fight to pay their dollar and get it. It is usually scheduled in advance.

"The Universal Radio Service, of Aurora, Ill., has a 16-foot trailer and a 'teardrop' trailer. The latter is big enough to carry two washers. This store has had excellent results in trailer selling.

"The Gambill company wholesales Aurora, Ill., has a 16-foot trailer and refrigerators and electric ranges; A.B.C. washers and ironers; Emerson radios and Coleman circulating oil heaters. We use our large trailer for sales meetings and have a movie projector with sound equipment that we can set up in it.

"When a dealer opens up a new store we often park in front of it and attract attention with our music and demonstrations. Unless town ordinances prevent we put the dealer's sign on top of the trailer and parade through the town. We've found many uses for the trailer and get real results not only for ourselves but for our dealers.

"We believe that with our new, specially designed trailer, built after more than a full year's experience, we will get more and better results. That's why we are now ready to help our dealers buy them."

\* \* \*

(Editors' Note: The second part of this article, to appear in the May 1 issue of SM, will tell how commercial trailers are being used by such companies as Bowes Seal Fast, Norge, Hartford City Casket, Maine Mutual Automobile Insurance, Altorfer Bros., Quiet May, General Electric and Black & Decker.)

YEARS OF  
*Premium  
Experience*  
ARE EMBODIED IN  
THIS BOOK



DO YOU WANT TO SEE IT?

• For years, the Aluminum Goods Manufacturing Company has helped formulate premium plans for the most prominent merchandisers' successful campaigns. This book, based on such long and resultful experience, contains new and valuable premium ideas and promotional plans . . . with definite evidence of what others have done and are doing with premiums.

We want you to go over the sales plan book with a representative of the Aluminum Goods Manufacturing Company. You can see why we can't just mail you a copy. So write us when you want him to bring it to you. No obligation.

### ALUMINUM PREMIUMS ARE PROVEN PULLERS

Incidentally, we would like to discuss with you the pulling power of aluminum premium items. Aluminum utensils and novelty products manufactured by Aluminum Goods Manufacturing Company have played big parts in many highly successful premium campaigns.

PROMOTIONAL DIVISION





# What Have You to Sell the Building Industry?

We are starting a nation-wide survey of the building business. If your product goes into a dwelling, a factory, or is used for repair work, or other building operation, get in touch with us; we can help you.

"It seems probable that the construction industry is faced with the problem of providing as many as 4,500,000 family dwelling units during the next five years. This would mean as high average annual volume of construction during this period as has ever been attained in this country."

RAYMOND FRANZEN  
Statistician, Market Research  
Corporation of America

## MARKET RESEARCH CORPORATION OF AMERICA

Pauline Arnold  
Percival White

Rockefeller Center, New York  
120 S. La Salle St., Chicago

*Gives you guidance in making marketing decisions  
and building sales and advertising plans*

[860]

## Ad Campaigns

(Continued from page 813)

campaign. The company is spending more than \$75,000 to tell its customers what unusual things U. S. truck tires are.

Five broadsides, each taking up a different angle of truck tire interest, are included in the campaign material. The first three of the series are devoted to the development, production and performance of U.S. Royal tires; the others to news of U. S. Peerless (popular price) truck tires. In typical believe it or nots, Ripley tells such stories as "A truck weighing 10 tons can be lifted by the cords of a single ply of one of its U. S. tires"; "Tortures as formidable as those of the Middle Ages are still used to test the carcass strength of U. S. tires"; "Individual owners have actually obtained over 500 years use from U. S. Tires," etc. Then U. S. Rubber goes on to prove Mr. Ripley's findings with test cases, actual photographs, testimonials.

The campaign, a dealer cooperative affair, is handled almost entirely by U. S. Rubber's main office, through Campbell-Ewald. Dealers are supplied with all campaign material, even to mailing lists, which they check, add names to or delete at their discretion. In addition to the "Believe It or Not" series, follow-up cards are sent to every customer who received original mailings. A duplicate of the card is sent to local dealers or salesmen to be used as leads for personal calls on prospects.

About 600 newspapers covering all major markets are to be used in the company's drive for U. S. Royal Master and U. S. Royal tires. The first will have "skid control" as its theme; the second "safe mileage." Co-op newspaper ads will run concurrently, as will a magazine, farm, and trade paper series. Outdoor posters, direct mail, and spot radio lend support.

## Shades Go Up

The Window Shade Institute, constituting 80% of the country's manufacturers of window shades and window shade rollers, is adding impetus to its campaign to promote the sale of window shades by increasing this year's advertising budget 33 1/3%. Space is being used in *Better Homes & Gardens*, *American Home* and *Good Housekeeping* for the general public; in *Retailing*, for the trade. Larkspur blue, selected by interior decorators and merchandise managers as the new color for window shades this Spring, is the focal point of the Institute's promotion scheme. N. W. Ayer handles the account.

SALES MANAGEMENT

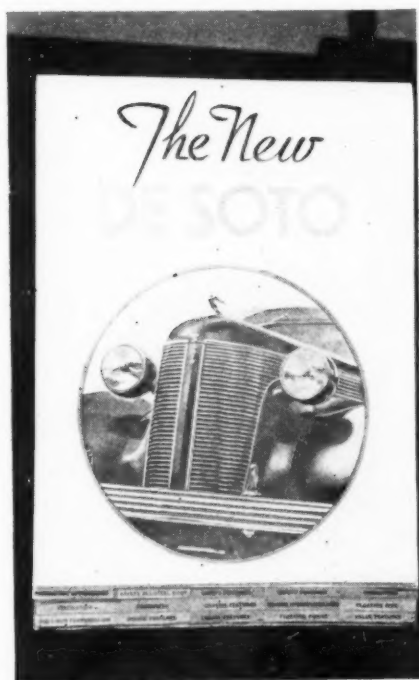
## DeSoto Visualizer Shows Prospects All Hidden Sales Features

At least 75% of all De Soto automobile dealers are using one or more of the company's visual sales presentations with great effectiveness. Designed for showroom use, the "visualizer" illustrates the 87 distinctive features of the car, most of which are now hidden in its construction.

The sales tool is 15 pages, each 24 by 38 inches, mounted on a metal stand or easel. About 90% of the space is devoted to halftone pictures. The other 10% of copy is in large type, for easy reading. Eighty-pound paper gives durability. On the front page is a picture of the car, emphasizing its beautiful appearance. Following pages stress safety; insulation, resulting in quietness and comfort; ventilation; chassis features; hydraulic brakes, etc.

The last page is occupied by a printed list of the 87 advantages claimed for the De Soto. A salesman is expected to know these, of course, but just in case he forgets some of them, or if the prospect would like to study them at his leisure they are duly set forth.

A similar presentation of the Plymouth car is also in use, mounted on a Petrick adjustable metal stand. Dealers selling both cars can place the two presentations on the same stand. Ross Roy Sales Service, Detroit, prepared the De Soto visualizer for introduction with 1937 models.



Tabs indicate varied talking points.

APRIL 20, 1937

## DO THEY WANT IT ENOUGH TO HAVE THEIR COPIES SENT HOME?

From your personal experience with business magazines you know that when you want to read a publication badly enough to have it sent home, *you really want it*, and no foolin'.

Apply this test to SALES MANAGEMENT'S Sales Executive circulation and what do you find?

27% Home Addressed Circulation.

That's high. It means that one of every four Subscribers reads his twice-monthly copies in the quiet of his home, free from business interruptions.

Subscribed to by more important Sales Executives than any other business publication—read by 27% of them at home, we believe the two factors amalgamate to spell **FIRST ON YOUR PROMOTION LIST.**

SALES MANAGEMENT, 420 Lexington Avenue, New York City.



## 27% HOME ADDRESSED

**\$4.00 A YEAR**



## MEDIA AND AGENCIES

National Brand Takes Space in Chain's House Organ . . . Radio, Magazines in News . . . Prize-Winning Newspapers

### A & P Menu Sells "Outsider"

The *A & P Menu*, an inconspicuous though powerful weekly woman's magazine, made news on April 1 by accepting its first advertisement for a non-A & P grocery product. It carried a page in color for Wesson Oil, placed by Calkins & Holden.

Though the *A & P Menu* has no sales staff, no rate card and no announced plan of taking on more of the characteristics of a national magazine, it is stated that the interest of Wesson Oil was secured by the simple story of its achievements to date, its bargain rate of \$1,125 per page for monotone, \$1,500 for color.

Advertiser Wesson Oil also secured evident editorial cooperation for its \$1,500, but that, too, is a part of the story of the potent *Menu*.

Practically since its founding in 1931 the *A & P Menu* has been used as a means of promoting different branded merchandise; usually, though not always, A & P's own brands. Presumably some of the famous "advertising allowances" which received such notoriety in the hearings before the passage of the Robinson-Patman Act were diverted for this purpose. At any rate, the

issues of early 1936, newly changed to gravure, were jazzed up and turned over to the uses of branded merchandise. An extreme was the "Canned Salmon Issue" which was no more than an eight-page advertising give-away.

In 1937 the *A & P Menu* has obviously made a change which takes direct consideration of the temper of these times, if not of the Robinson-Patman Act. In its promotion to Calkins & Holden it stated that all circulation listed as "paid," that is, storekeepers pay a wholesale rate just high enough to cover the entire costs of publication. It is, of course, given free to customers.

The *Menu* is still printed in gravure, but there is a more obvious separation between editorial and advertising matter. The circulation now varies, according to the orders of dealers, from 700,000 to 1,000,000. Editor D. P. Hanson runs it as a kind of news-menu service. He aims to follow the price fluctuations with it and thus help the housewife get the most in a fluctuating market for her food budget. It is a service book for customers whose worth is attested by the fact that dealers, uncoerced, pay money for the privilege of handing it out.

According to Editor Hanson, there will be no discrimination in the sale of space to outsiders. These advertisers may buy the same space and pay the same rate as A & P subsidiaries. He stated that Ann Page, Bokar, etc., pay the same rate as outsiders;

though he has included the A & P brands by name in his current recipes, a favor which was not extended to Wesson Oil.

The first ads sold to outsiders are strictly the result of "sampling" letters sent out to an unidentified few prospects. Whether any of these bids went to the advertisers of products rivaling the A & P private brands was not disclosed by the editor. But he said the same rules formerly applying to the sale of window space, etc., would be extended to the sale of magazine pages.

The Wesson Oil advertisement was not keyed because the agency felt that was not necessary with this thoroughly reliable circulation.

### Roger M. Reynolds Promoted

Warren C. Fairbanks, president and publisher of the *Indianapolis News*, announces the promotion of Roger M. Reynolds from national display manager to advertising manager. He began his newspaper career on the *Atlanta Georgian-American* in 1919 and came to the *Indianapolis News* in 1932 from the *Memphis Commercial-Appeal*, where he was advertising director.

### Scribner's Top 200,000

Starting with the June issue, Western Union boys will deliver 50,000 copies of *Scribner's* each month to top income families not already subscribing to the magazine. Editor-Publisher Logan figures that there are 200,000 worth while top income families in 12 metropolitan centers not on the *Scribner's* present list of 100,000 paid subscribers and the new plan calls for delivering the 50,000 copies to a different 50,000 families every three months. This striking Western Union delivery plan is permanent. "Selective publishing," he calls it. Tests already show families read special-delivered copies with extraordinary interest. During the last half year *Scribner's* has succeeded so well in "being the big thing to the biggest people" with a new format and a quickened editorial pace that its newsstand sales have shot up 1,226%, its subscriptions 43%.



### PRICES REDUCED

On the Standard Challenger

30" x 40" was \$20.00 NOW \$15.00  
36" x 48" was \$25.00 NOW \$20.00  
39" x 52" was \$30.00 NOW \$25.00

The advantages that have made the Challenger America's most popular portable, tripod for quick set-up, light weight, glass beaded surface, etc., are now available at box screen prices. See the Challenger and other Da-Lite Screen values (also at new low prices) at your dealer's! Write today for catalog with new low prices!

DA-LITE SCREEN CO., INC.

Dept. I.S. 2723, N. Crawford, Chicago, Illinois

# DA-LITE SCREENS

[862]

NATIONAL CONFERENCE ON  
VISUAL EDUCATION and  
FILM EXHIBITION  
CHICAGO  
JUNE 21, 22, 23, 24, 1937



For TEACHERS PRODUCERS  
ADVERTISING MEN

4 Days of Educational Film Showings

FOR FREE MEMBERSHIP CARD AND PROGRAM WRITE

NATIONAL CONFERENCE ON  
VISUAL EDUCATION  
1111 ARMITAGE AVENUE CHICAGO, ILLINOIS



### Forbes' Research Director

Edward E. Peterson has joined the Forbes Lithograph Manufacturing Co. as research and marketing service director. He served in the same capacity for six years with the U. S. Printing and Litho Co. and was formerly vice-president of the Atlantic Lithographic and Printing Co. Mr. Peterson has worked with many national advertisers and agencies, directing particular attention to point-of-sale merchandising materials.

### NBC's Daytime Programs Up 101%

A year ago NBC network advertisers used 89 week-day daytime program periods. Today this figure has increased to 179, and its week-day revenue in February was 92% greater than for the same month last year. Sunday daytime revenue was 35% higher.

### Time-Fortune, Inc., Changes

In keeping with President Henry R. Luce's plan of decentralization of the mag-

SALES MANAGEMENT



# Separate Fiction Section

No one disputes fiction's power to attract readers. Many magazines rely on it almost exclusively. Even Sunday newspapers now publish book length novels as separate supplements.

Fiction is an old story with GRIT. Ever since 1895 a separate Story Section has been included in each issue. Readers get 12 full length serials and about 300 short stories in the course of a year.

Small Town families prefer stories of romance, adventure and mystery by popular authors. GRIT supplies them.

As a result, the Story Section has helped GRIT advance to the outstanding position it occupies today.



## DID YOU KNOW—

92% of GRIT'S circulation is in small towns east of the Mississippi Valley—where magazine and farm paper small town coverage is lightest?

—See ABC Audit Reports

READ BY  
MORE THAN 500,000  
SMALL TOWN FAMILIES  
EVERY WEEK



## Magazine Type Coverage—Sells Goods With Newspaper Speed

APRIL 20, 1937

[863]

## JACKSON, MICHIGAN IS SALES HIGH SPOT, SAYS FORBES



### SELL IT WITH THE JACKSON CITIZEN PATRIOT, A BOOTH MICHIGAN NEWSPAPER

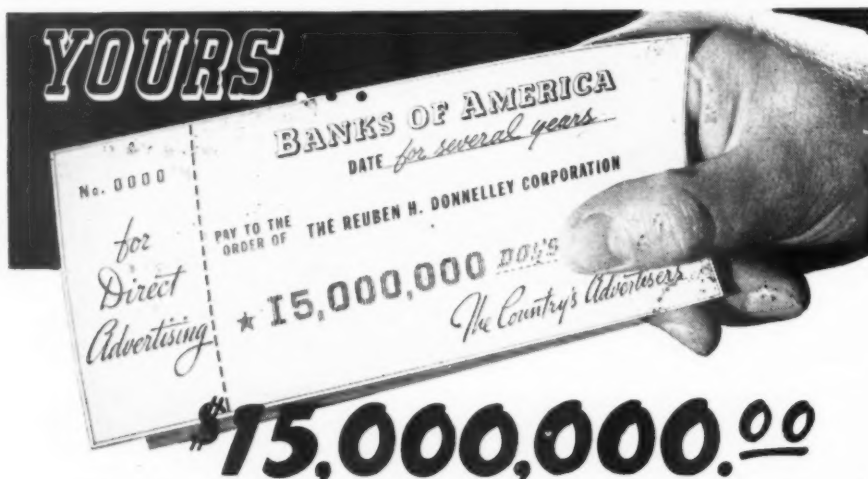
Take a sales tip from Forbes Magazine! Jackson, Michigan, is right in the center of one of the five outstanding sales territories in the United States. Include Jackson in your spring sales plans. You can cover it at one-paper cost with the Jackson Citizen-Patriot. For further data, write or call I. A. Klein, 50 East 42nd Street, New York, N. Y. or John E. Lutz, 435 N. Michigan Avenue, Chicago, Illinois.

The other 7 Booth Michigan Papers Are:

Muskegon Chronicle  
Bay City Times  
Ann Arbor News  
Grand Rapids Press  
Flint Journal  
Kalamazoo Gazette  
Saginaw News

### The 8 Booth Papers

Cover Your Michigan Market Outside Detroit



### WORTH OF DIRECT ADVERTISING EXPERIENCE

● Advertisers have spent this amount of money on direct advertising and merchandising programs created or produced by this organization.

This experience has taught us how to make the best use of the advertiser's direct ad-

vertising and merchandising dollars.

All of this experience—an ocean of it—is available to you. Make use of it by consulting us on your direct advertising or merchandising problems.

### THE REUBEN H. DONNELLEY CORPORATION

Direct Mail Division 350 EAST 22ND STREET, CHICAGO  
365 EAST 45TH STREET, NEW YORK • 1121 WALL STREET, LOS ANGELES

[864]

azine corporation and the appointment of individual publishers, Eric Hodgins has been named as publisher of *Fortune* Magazine, and Russell W. Davenport has been named to succeed him as managing editor.

### CINCINNATI TIMES-STAR

### "10 WET DAYS"



PUBLISHED BY THE CINCINNATI TIMES-STAR FOR THE BENEFIT OF THE AMERICAN RED CROSS

Cover of Times-Star's "10 Wet Days"

### Cincinnati Times-Star "Tab" Earns \$11,000 for Red Cross

After Cincinnati citizens had already given money almost up to their limit to help rehabilitate the city after the devastating flood of this Spring, the Cincinnati *Times-Star* enabled the people to add about \$11,000 more in painless 15-cent dribbles. The paper issued a 30-page tabloid of flood pictures, maps, statistics of the catastrophe, and editorial comment—with no advertising—called "10 WET DAYS." The tabloid contained more than 200 amateur snapshots out of 5,000 submitted without remuneration and 18 pages of the best pictures made during the flood by newspaper photographers. Reader interest was so great that five editions had to be run off. By April 6 the *Times-Star* had presented to the Red Cross \$11,315.98 for essential rehabilitation work in Cincinnati and adjacent Ohio and Kentucky areas. This was the total income of the tabloid above actual cost of production.

### NBC Adds Two Stations

Two more stations have joined the National Broadcasting Co.—WLEU, Erie, Pa., and KANS, Wichita, Kans.

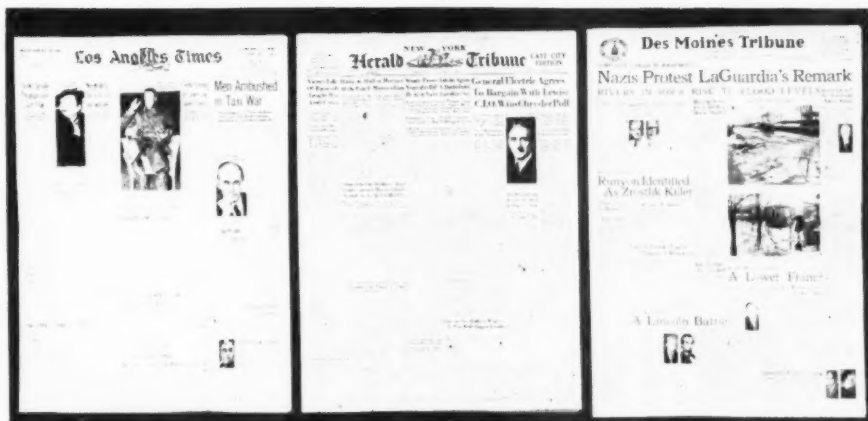
### Success Story

First-quarter advertising volume in *Hardware Age* has advanced more than 100% in five years. Following are the number of first-quarter pages during those years: 1933, 240.8; 1934, 355.6; 1935, 398; 1936, 422.8; 1937, 496.5.

### New Names

Effective with the May issue, the General Merchandise Executives Edition of *Chain Store Age* will be known as the General Merchandise-Variety Store Executives Edition. The General Merchandise Managers Edition will be titled Variety Store Managers Edition. The changes will be in name only, with the same editorial content and circulation.

SALES MANAGEMENT



### Prize-Winning Big Dailies

The Los Angeles Times is this year's winner of the Francis Wayland Ayer Cup for typographical excellence and was also awarded first place among the 130 newspapers with circulations of more than 50,000, in the seventh annual Exhibition of Newspaper Typography conducted by N. W. Ayer & Son, Inc., in Philadelphia. The New York Herald Tribune, last year's winner, was second, and the Des Moines Tribune third. Awards for newspapers with circulations between 10,000 and 50,000 circulation were given to the Miami Herald, Glendale (Cal.) News-Press, and the Hartford Courant. Prize winners among newspapers in the less than 10,000 circulation group were the Evening Tribune, Hornell, N. Y.; The Daily Mining Journal, Marquette, Mich., and the Cape Cod Colonial, Hyannis, Mass.

### Lithographers at White Sulphur Springs

The annual meeting of the Lithographers National Association will again be held at White Sulphur Springs, West Virginia, May 11 to 13. Among the well known speakers are George E. Sokolsky; C. B. Larabee, managing editor of *Printers' Ink*; A. C. Nielsen, president of the A. C. Nielsen Co., Chicago; Turner Jones, vice-president of the Coca-Cola Co., and Dr. Miller McClintock, who has been in active charge of the Window Display Research.

### Chrysler Tower for CBS Television

The Columbia Broadcasting System has applied to the Federal Communications Commission for permission to construct a combined television and sound transmitters on the 74th floor of New York's Chrysler Building. When fully modulated the proposed station will operate at a peak power of 30 kilowatts, which is equal to that of a transmitter soon to be constructed on the Eiffel Tower and which previously had been described as the most powerful television station on earth.

Columbia also points with pride to a 17.8% increase in time sales in March over the same month last year. This, a record-breaking March, is the second highest month in the network's history, topped only by October, 1936.

### Tribune Leads in Color

The Chicago Tribune led all other newspapers in the country in total volume of newsprint color advertising printed in 1936, according to Media Records, Inc., with a total of 422,730 lines, representing 170 separate advertisements.

### Media Notes

Allen E. Aird, formerly business manager of *Forbes*, has been appointed business manager of *Cue*, which has just announced a 30,000 circulation guarantee for the second half of 1937.

MacLean Hoggson, formerly with the Curtis Publishing Co., has joined the eastern sales staff of *Redbook* and will cover New England and New York City.

William C. Barnes has resigned as Detroit manager of *The American Legion Monthly* to take over his own newspaper in Martinsville, Va. He will be replaced by Thomas O. Woolf of the New York office and Arthur C. Doyle of the Chicago office.

Edward C. Resh, formerly with the Alhambra, Cal., *Post-Advocate* and the Pasadena *Star-News*, has joined the display advertising staff of the Los Angeles *Examiner*.

Frank W. Nye, who served for eight years as president of Outdoor Advertising Agency and for three years as vice-president and advertising director of the *Family Circle*, has joined Simplicity Publications as advertising representative in the East.

John O. Emerson, formerly promotion manager of *Hunting & Fishing* and *National Sportsman*, has been appointed sales director for both magazines. Herbert G. Drake has been appointed manager of the New York office. New circulation guarantees have been announced for both magazines effective with the January, 1938, issues, when *Hunting & Fishing* goes from 400,000 to 500,000 and *National Sportsman* from 150,000 to 200,000.

### Manufacturers of the Finest and Largest Line of Motion Picture Equipment in the World

35 and 16mm.

SILENT and SOUND

CAMERAS and PROJECTORS

FOR  
THEATRES  
SCHOOLS  
TRAVELERS

STUDIOS  
BUSINESS  
FIRMS  
NEWSREELS



HERMAN A. DEVRY, INC.

1111 Armitage Ave., CHICAGO

**NEW LEATHER PREMIUMS**  
**ADVERTISING SPECIALTIES — SALES PRIZES**  
**BRAY & FISLER** TELL US YOUR NEED  
3001 Olive St. St. Louis





**YOU DON'T NEED  
SEVEN LEAGUE  
BOOTS...**



**AT HOTEL  
Lennox  
IN ST. LOUIS**

Hotel Lennox is just a step from everywhere you want to be and everything you want to see in downtown St. Louis. . . . You'll enjoy the superb comfort, excellent food and genuine hospitality of this modern, up-to-the-minute hotel.

**RATES** 50% of all rooms rent for \$3.50 or less, single; \$5.00 or less, double.

**HOTEL  
Lennox**

**Ninth and Washington**

. . . Within One Block of Hotel Mayfair • Under Same Management

**SAINT LOUIS, MO.**

[ 866 ]

## Government Opens New Markets by Reconstruction Loans

BY LESLIE ERHARDT

*Congressional Intelligence, Inc.*

**A**S everyone knows, last Winter's devastating flood resulted in stimulated sales down the Ohio River Valley. But, as everyone doesn't know, further markets give promise of opening all through the Valley, particularly in the field of construction. The Federal Government recently lent an impetus which a number of cities and towns are considering. If accepted—and some cities already are instituting plans—whole residential areas will be re-districted and shifted from low, flood-endangered land to hill tops or other high ground.

The Federal Government will play its part through the Reconstruction Finance Corporation, the Federal Housing Administration, and the Works Progress Administration, with some possible assistance from the Civilian Conservation Corps. Two RFC agencies enter the picture, one the RFC Mortgage Company and the other the recently-created Disaster Loan Corporation.

The RFC Mortgage Company, in the words of Jesse Jones, that able chairman of the RFC, "is prepared to finance the cost of new homes to take the place of those damaged or destroyed in flood area cities and towns, if built upon high ground."

### Whole Cities to Move?

Sounding a tocsin for re-making city maps in flood regions, Mr. Jones declares that "if the cities and towns affected are interested and will take the necessary steps to have districts which are subject to serious periodic overflows abandoned for residential purposes, such loans will be made for creating entire new districts."

Actually, three types of loan are offered:

1. To home owners. Loans will be made up to 80% of the cost of new homes built upon high land, at 4%, amortized over a period of 20 years, which will be insured by the FHA.

2. To cities and towns. In states which have effected housing authority legislation for low-cost and low-rent housing, cities and towns will be eligible to borrow under the program.

3. On rent properties. To the owners of rent properties in these flood districts who wish to cooperate

in the movement by transferring their investments to rent properties not subject to overflow, loans will be financed up to 70% of the cost of the new homes—provided they are rented at reasonable rates. These loans also will be insured by the FHA.

This last provision on rent properties also will apply to investors who wish to organize non-profit or limited-profit organizations for the construction of new homes to rent. However, rent properties will be financed only for the low-cost housing and tenants of limited income.

The scope of such a program obviously promises a decided boon to the construction industry, as well as the future protection it offers to flood sufferers. Every market affected by building will be broadened, from wrecking firms to heating plants. Hundreds of homes—if the plans materialize—will rise in new suburban districts, a prospect for community planning and landscaping that can outstrip the fondest hopes of the Resettlement Administration.

### A Diversity of Benefits

This does not mean benefits alone to the building trades. City streets, sewage, drainage, lighting, heating—all are involved. In this connection the WPA will step in along with the RFC, and, where practicable, the CCC will be asked to put its youthful shoulders to the wheel.

Specifically, the WPA will assist towns and cities in opening, grading and improving streets, providing sewage, drainage and other facilities required of the cities, when the project can be carried out with relief labor.

Playing no small part in this whole picture will be the Disaster Loan Corporation, set up within the RFC by an Act of Congress last February to help care for the flood emergencies of 1937. This corporation, managed by two RFC directors, C. B. Henderson and Emil Schram, will serve as a coordinating agency.

The work of the DLC already has helped to alleviate the Ohio Valley situation. Its chief purpose, that of speeding funds to flood sufferers in need of loans and who, because of flood loss, had insufficient security for regular commercial credit, the cor-

SALES MANAGEMENT

poration has concentrated on spreading its aid rapidly and with the least possible red tape. Agents in 15 cities radiate into the outlying territory to accept applications for loans from anyone suffering flood damage.

In the closing of loans, DLC policy has been one of eliminating Red Cross cases and of not extending credit if the applicant is able to take care of himself. As stated by Director Schram, the policy is "to start where the Red Cross leaves off and end where other credit is available." As a guide in this, advisory committees of prominent local citizens have been established to make recommendation on applications to the Washington office after they have been received by the DLC agent.

To facilitate extension of the loans, the corporation has employed local attorneys to assist the applicant, and pays the expense ordinarily reimbursable on the loans not exceeding \$1,000. To date, loans have been averaging about \$500 each, range from \$50 to \$40,000, reach from individuals to factories, and are going in some cases to schools. There is one limitation: Loans are made only to replace flood damage; if rebuilding is planned it must not encompass a larger structure—at least with funds from a DLC loan.

#### \$20,000,000 to Be Loaned

Regional offices were opened at Cairo, Galena and Harrisburg, in Illinois; Ashland, Louisville and Paducah, in Kentucky; Cincinnati, Portsmouth, Ironton and Cleveland in Ohio; Huntington, W. Va.; Dyersburg and Memphis, in Tennessee; New Orleans, La., and Evansville, Ind. The work of DLC at Galena has been completed and that office closed. Sub-committees were established at Frankfort, Ky; New Albany and Jeffersonville, Ind., and examiners were dispatched to render needed service at all intermediate points.

Apparently there had been some confusion in the public mind as to whether the service to be rendered by DLC was to be in the nature of *grants* or *loans*. In a statement issued on February 15, 1937, announcing general policies of DLC and referring to the act creating this corporation, RFC Chairman Jesse Jones said: "We interpret this to mean that *loans should be made* in accordance with the ability of the borrower to repay and secured where the applicant is able to give security. Where the applicant is not able to give security but has a good reputation for paying his debts, his application will be given favorable consideration if the amount applied for and the purpose of the loan appear appropriate."

APRIL 20, 1937



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- ... being among the first in your field to cash in on a good sales idea?



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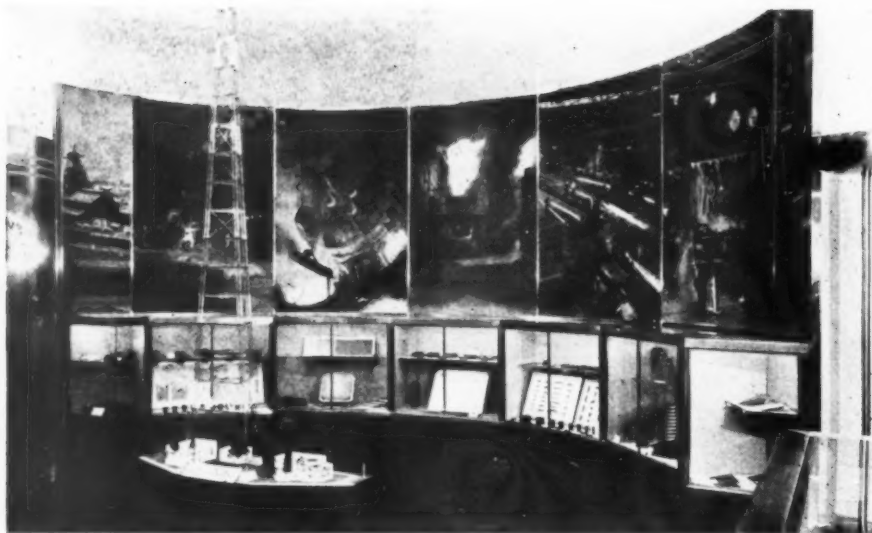
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"SM"

[ 867 ]



A corner of Republic Steel's reception lobby with photomural decoration

## Marketing Flashes

[Making the Reception Room an Advertisement—  
A Fresh Angle on Demonstrating the Product]

### Steel Lobby

Republic Steel Corp., Cleveland, converts its reception lobby into an interesting and pleasant advertisement. Enduro stainless steel has a leading part in the decoration, being used in display cases, lighting fixtures, wall panels, and so on.

Covering one of the semicircular walls is a series of photomurals portraying the steps in steel's manufacture. A blast furnace, an open hearth furnace, a bar mill make dramatic backgrounds for wall cases holding specimens of the various manufacturing operations.

Other cases show typical applications of Republic products and steel items of current interest. Easy chairs, indirect lighting fixtures, steel information desk and other furniture was custom built to the specifications of Wilbur Henry Adams, Cleveland industrial designer.

Republic feels rather proud of its comfortable lobby where waiters' minds are "steel conditioned" by the surroundings as their bodies are air conditioned by gadgets.

### Maple Liquor

Neither whisky, rum, brandy, nor gin describes Green Mountain Distilleries (Burlington, Vt.), Maple Liquor, made from maple syrup. Therefore they are calling it simply that—"an American liquor."

Two types are presented, the liquor, and "Amerind Liqueur," both having their origin in New England sap buck-

ets. "Amerind" is a contraction of "American Indian" to suggest its native flavor. Maple leaves and maple seedlings are on the labels, prepared by Sackett & Wilhelms Lithographing Corp., "to radiate the true sincerity and simplicity of Vermont."

At a recent bartenders' conclave in New York, cocktail recipes were compounded and the best are being assembled by S. & W. L. Corp., in a booklet. This is to be featured in the first ads, via the *New Yorker*. Other ads follow as distribution widens. Dow & Peterson, Burlington, are the agents.

### New Sales Films

Surface Combustion Corp., Toledo, manufacturer of Janitrol gas heating equipment, is employing eight sound slide films as the leading feature of its sales promotion this year. Each of SC's district offices is provided with one or more machines and is holding monthly meetings with salesmen of gas companies and other outlets for its products. The films incorporate successful selling ideas "right from the firing line."

Dairymen's League Cooperative Association, Inc., of New York, is using a series of sound slide films to advance its "aims and ideals" among farmers in the New York State milk shed. "The reception accorded our first two pictures leaves no doubt that we have hit upon an improved way to get our story across," says F. H. Sexauer, president of the League.

DLCA representatives are showing the films (which were made by Audi-

Vision) not only to farmer-members of the League, but at meetings held by other farm organizations throughout the territory.

Ray-Bell Films, Inc., St. Paul, has completed four sound pictures in color for Alka-Seltzer. Twenty-six other pictures are being shot—several in the same Cinecolor process—for Pure Oil.

### Hell's Kitchen

Down in the equatorial jungle of Para, Westinghouse has a proving kitchen to test its kitchen equipment in the dank tropic heat. It is one of 100 located all over the world as part of the company's "kitchen-proved" ad theme for the current year.

Replicas of this jungle hut are now standing in the showrooms of American Westinghouse refrigerator dealers. Inside the huts, which are heated hot enough to sizzle, are refrigerators. Thermometers show the temperature in the latter's food compartment. Meters also record the amount of electricity used, to prove economy.

Dealers and salesmen are steamed up about the "Hell's Kitchen" demonstration-display. It has, they crow, action, curiosity-excitement, a dash of mystery, and actual evidence. Substantiating this enthusiasm are the best sales volumes in Westinghouse history. "Hell's Kitchen" is a helluva fine stunt for bringing in customers and then selling them.

### To and Fro

Arthur K. Barnes, ad. mgr. of Armstrong Cork Co. for the last five years, and with the firm for 20 years, has joined Fontana Farms Co., Fontana, Cal., as v.p. in charge of sales. He is succeeded by John P. Young, former asst. ad. mgr., who has been with Armstrong since 1924. Ralph Winslow, in turn, steps into Mr. Young's old position.

Robert G. Silbar is appointed asst. ad. mgr. of The Covered Wagon Co., Mt. Clemens, Mich. He was formerly director of publicity for Klau-Van Pietersom-Dunlap Associates, of Milwaukee.

E. D. Herrick, formerly chief engineer, has been elected president of Lycoming Manufacturing Co., Williamsport, Pa. C. N. Tull has also been elected v.p. in charge of the Spencer Heater division.

Archie Tarr and A. Ray Arany have joined the Utility Co., New York, makers of Gre-Solvent products. Mr. Tarr will serve as ad and publicity mgr.; Mr. Arany as N. Y. s.m. The company is introducing a companion to its 34-year old hand cleaner, Gre-Solvent in powder form.

(Continued on page 870)

SALES MANAGEMENT



# THE *Lily*

## NEEDS NO GILDING

The worthwhile product demands no over-statement as its sponsor; the simple facts, clearly exposed, are sufficient \*\*\*\* The Controlled Circulation Audit was formed to present the simple and unimpeachable facts of controlled circulations. An independent organization, C.C.A. performs its audits regularly, thoroughly, and presents its findings clearly and completely. The publishers of the media listed below can show you C.C.A. reports for their circulations . . . and the C.C.A. insignia on their mast-heads, rate cards and Standard Rate & Data listings is a dependable guide to known value.

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*This Advertisement Is Sponsored and Paid for by the Following C.C.A. Publications*

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AGRICULTURAL LEADERS DIGEST	ELECTRIC LIGHT & POWER ELECTRICAL DEALER	LIQUOR STORE & DISPENSER	ORAL HYGIENE
AIR CONDITIONING Combined with OIL HEAT	ELECTRICAL MANUFAC- TURING	LUBRICATION & MAINTENANCE	POWER WAGON
AMERICAN DRY CLEANER	EXCAVATING ENGINEER	MACHINE DESIGN	PRINTING INDUSTRY
AUTOMATIC HEAT & AIR CONDITIONING	FLEET OWNER	MACRAE'S BLUE BOOK	PROGRESSIVE GROCER
BAKERS REVIEW	GOLFDOM	MEAT	RAND McNALLY BANKERS MONTHLY
BETTER ROADS	GRAPHIC ARTS MONTHLY	MEDICAL ECONOMICS	RUG PROFITS
COMPRESSED AIR MAGAZINE	HOSPITAL TOPICS & BUYER	METAL CLEANING & FINISHING	SHOE STYLE DIGEST
DRAPERY PROFITS	INDUSTRIAL EQUIPMENT NEWS	MILL & FACTORY	SODA FOUNTAIN
DRUG TOPICS	INDUSTRIAL POWER	MODERN MACHINE SHOP	SUPER SERVICE STATION
EARTH MOVER	JOBBER TOPICS	MODERN PLASTICS	SYNDICATE STORE MERCHANDISER
		NATIONAL JEWELER	TIRES
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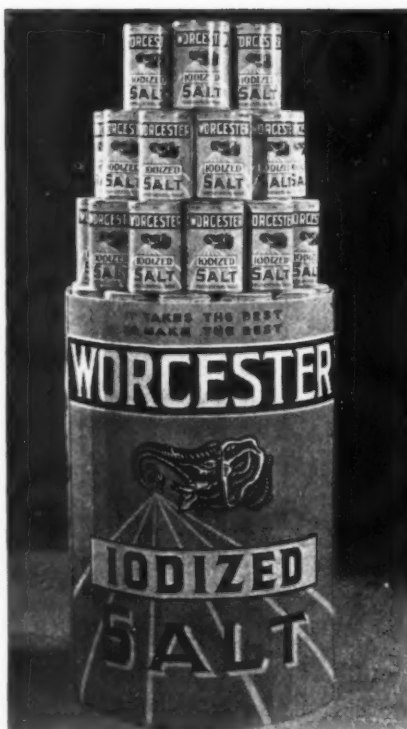
Name .....

Address .....

City ..... State.....

Business Connection .....

[ 870 ]



Folder: Worcester Salt Co., New York, is presenting grocers with this floor display stand, a gigantic reproduction of the individual box. It is cylindrical in form, but is so constructed that it may be shipped folded flat. Robert Gair Co., Inc., was designer and producer.

### Porcelain Booklet

Porcelain Enamel Institute, Chicago, is distributing a new booklet, "Selling Points for Household Appliances," to gas and electric appliance dealers, and other retailers handling porcelain products. Manufacturers get copies, too, and may buy quantities at cost for their own use.

Contents are composed of a pre-printed series of ads being run in the trade press by the Institute, plus advice on how salesmen may work the points into their repertoire. A center spread reproduces an ad which provoked much comment in the industry. "Of course, porcelain enamel will chip," reads the headline, "And so will a battleship if you hit it with a bomb."

The pamphlet toots no single manufacturer's horn, giving equal attention to washers, ranges, and other appliances using porcelain enamel. On the cover is a shrewd line, "Reading time 7 minutes, 21 seconds."

### Grippers

Scovill Manufacturing Co., Waterbury, Conn., introduces "Grippers to end all button troubles."

While they bear a superficial resemblance to conventional snap fasteners, say the company's agents, Needham, Louis and Brorby, Inc., the "stud" is almost solid metal, and the spring

catch is protected so it can't crush down like the snap fastener.

Both the American Institute of Laundering and Good Housekeeping Institute have tested Grippers and "are backing up all the claims we make." For the present the fastener is being promoted for men's shorts. A tie-up with Wilson Brothers' shorts is headlined in copy in *Esquire*. License will be extended to other underwear makers, and other fields, in which the fastener can be utilized. A campaign starts in the May *Good Housekeeping* to familiarize women with Grippers' solving of "button, button, who's got the button?"

### Sterlette

"It is in the rest room, which incidentally is now being endowed with such titles as 'Powder Room,' 'Lounging Terrace,' and 'Relaxation Nook,' that the Sterlette, the self-sterilizing toilet seat, creates a place for itself," says a dispatch from the Electric Steam Sterilizing Co., Inc., N. Y., its maker.

A Sterlette (not the user) is purified with live steam for 105 seconds, cooled and dried each time it is used. Pressing a button or inserting a coin in a slot opens the sterilizing unit and the germ-free seat comes forward. When the weight of the body is removed from the seat it automatically goes back into the sealed chamber to be sterilized again. Cost of the electricity for operation is 1.35 cents a day "if used constantly," which it should be, for "its design is very neat and attractive."

Irving W. Baldwin, president and s.m. of the company, says "that industry is cooperating in the drive to eradicate syphilis and gonorrhea can be seen by the recent installations of the Sterlette in large factories, department stores, theatres and office buildings. Municipalities and hospitals have recognized the Sterlette as the first hygienic improvement made since the toilet seat was invented."

### Place of Good Abode

That is the title of a broadside just published by the Memphis Chamber of Commerce. The name is adopted from the Egyptian meaning of the word "Memphis." Object of the pictorial pamphlet is to dispell notions that the city was damaged by the recent flood. Airplane views of business and residential districts, safe and serene on the 100-foot bluffs above the Mississippi, are reproduced.

Memphis business firms are to mail the broadside to friends and associates all over the country, according to Lake-Spiro-Cohn, Inc., the ad agency which prepared it.

SALES MANAGEMENT



Early registrants at the meeting were, left to right, John C. Schwabe, Compass Sales Corp., Chicago; H. E. May, Wilson & Co., Oklahoma City; Ann Bradshaw; W. V. Ballew, Dr. Pepper Co., Dallas.

## Southwestern Sales Managers Hold Their Seventh Annual Conference

BY ANN BRADSHAW

**F**T. WORTH, TEX., April 9—It wasn't *work* covering the Seventh Annual Southwestern Sales Managers Conference held here today—not for a feminine reporter! Even if it hadn't been a history-maker as the Southwest's largest gathering of sales executives—250 registered—it still would go down as an inspiring meeting, full of fire and enthusiasm and constructive ideas. And even if the marketing generals hadn't presented us, in a prize drawing, with a load of Gray's paper shell pecans from Tarrant County orchards and King's chocolates fresh from Ft. Worth kitchens, we still would insist that it was an exceptionally good conference!

It wasn't a stereotyped meeting in any sense. For one thing, the sales executives heard a good two-fisted talk on selling from Dr. John Abernathy, Methodist minister of Oklahoma City, who emphasized the need of good, wholesome enthusiasm in sales work.

"Get something big enough to engender enthusiasm," said Dr. Abernathy, "and put behind it more than just facts. It's a good thing to have a pep-giving idea for salesmen, but you don't get well, you know, by getting just a shot in the arm. Maybe you think that a preacher doesn't know what he's talking about when he talks

about how to sell! Maybe you think that a preacher doesn't have to sell! We don't have to have a line of merchandise, but we have to have a *line*, and it had better be good. People don't come to church these days just

because it's Sunday. If a preacher can't sell his line with enthusiasm, with romance, he's *out*."

Other speakers on the program, and their subjects: L. E. Frailey, The Dartnell Corp., "Sales Managers' Letters"; Early R. Cass, manager, Tulsa office, Beatrice Creamery Co., and president, Tulsa Sales Executives Club, "Salesmen as Partners"; W. J. Clingman, sales manager, Swift & Co., Ft. Worth, president, Ft. Wayne Sales Managers Club, "Sales Contests"; E. L. Blanchard, sales manager, Higginbotham-Bailey-Logan Co., Dallas, and president, Dallas Sales Managers Club, "Getting the Most Out of the Territory"; Morris I. Pickus, president, Compass Sales Corp., Chicago, "Inspiring Salesmen to Think"; Capt. William H. Tyler, president, National American Wholesale Grocers Association, and president Tyler-Simpson Co., Ft. Worth, "Building Salesmen," and R. William Archer, vice-president, San Antonio Chamber of Commerce, "Why Some Salesmen Fail."

Discussion leaders were W. V. Ballew, sales manager, Dr. Pepper Co., Dallas; H. E. May, Wilson & Co., Oklahoma City; and Frank Martino, sales manager, Dallas house, Butler Brothers.

Dallas was selected as the meeting-city for 1938 after some lively competition from the Tulsa aggregation. The 88 Dallas executives who attended led by E. L. Blanchard, "Andy" Anderson, Harold Hamlin (Morten Milling Co.) and "Smoke" Ballew had their minds made up that Dallas should play host next year, since this would be an asset in also bringing the National

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Our service includes securing the choicest locations, installing all displays uniformly with true professional skill and completing campaigns on scheduled time.

For a copy of "Window Advertising" and list of our 142 Associate Offices, covering 6,087 cities and towns, write

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tional values in a color-  
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copy today.

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book showing 528 modern ideas. No obligation, of course.

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Ever Ready LABEL Corporation  
155-55 EAST 25th ST., • NEW YORK CITY, N. Y.

Federation of Sales Executives meeting to Dallas in 1938.

Tulsa's delegation was headed by Early R. Cass, one of the speakers, who kept his appointment in spite of an accident that had him in plaster cast and on crutches. He was supported in the 1938 meeting discussion by Victor Barnett of the *Tulsa Tribune* and C. A. Border of the Tulsa Chamber of Commerce. Carl Wollner, president, The Panther Oil & Grease Manufacturing Co., was chairman for this part of the discussion, finally bringing the two groups together in an agreement to meet in Dallas next year, with a recommendation that the conference go to Tulsa in 1939.

T. J. Harrell, of Traders Oil Mill Co., acted as general chairman for the conference. Dave L. Tandy, Hinckley-Tandy Leather Co., was vice-chairman. Other committee members included H. N. Fisch, H. J. Justin & Sons, Inc. (Program); Earl C. Scott, Southwestern Drug Corporation (Entertainment); L. E. Davis, Texas Electric Service Co. (Hotels); Carl Wollner, Panther Oil & Grease Manufacturing Co. (Out of Town Attendance); Charles G. Cotten, Ft. Worth Chamber of Commerce (Publicity); Adams B. Vera, Vera-Reynolds Co. (Local Attendance) and W. J. Clingman, Swift & Co. (Welcome).

(Copies of the speeches delivered at the conference are en route to SM, but at press time they had not arrived. Excerpts from them will appear in the issue of May 1, God—and the U. S. Mail—willing.—THE EDITORS.)

## Organization News

### Philadelphia

The Sales Managers' Association of Philadelphia recently presented its annual Howard G. Ford award of merit to the company in the Philadelphia area submitting the best plan for "furthering the more efficient and scientific distribution of goods." The award was presented Monday evening, April 19, at a dinner at the Bellevue-Stratford Hotel.

In judging the plans submitted in the competition, judges took into consideration the following factors: Increased sales; reduction in selling costs; higher standards in the field of sales management in relation to finance, production, marketing and merchandising, research and advertising.

Judges of the contest were: Kenneth Collins, vice-president, Gimbel Brothers, New York; Raymond Bill, editor, SALES MANAGEMENT; Prof. Harry Tosdal, Graduate School of Business Administration, Harvard University; Prof. Herbert W. Hess, Wharton School of Finance and Commerce, University of Pennsylvania.

### Milwaukee

Members of the Milwaukee Association of Industrial Advertisers met last week to discuss sales manuals and sales presenta-

tions with A. H. Fensholt, president, Fensholt Co., Chicago, as guest speaker. The meeting was held at the Nelson Hotel, Racine, the first meeting of the Milwaukee chapter to be held outside of the city.

The Milwaukee Sales Managers' Association met last week for its second round table discussion on "Supervision of Salesmen." Speakers on the program were H. T. Ott, H. F. Frey, R. E. Hanson, and H. B. Haun.

### Flint

The Advertising and Sales Club of Flint was recently organized in affiliation with the American Federation of Advertisers. Officers elected to serve the new organization include: President, Thomas H. Corpe, director of advertising and sales promotion, Buick Motor Co.; vice-president, Earl C. McGinnis, advertising manager, AC Spark Plug Co.; vice-president, Thomas F. Wolcott, Flint manager, Walker & Co.; treasurer, Fred Elliot, Citizens Commercial Bank; and secretary, Edward J. Joslovitz, The Fair Department Store.

Named to the board of directors were: Eldon Garner, Buckingham Stores; Nicholas Fancher, I. M. A. News; Harold Utley, Flint Journal; Maurice Gotthelf, AC Spark Plug Co.; John Wernicke, Hubbard Hardware Co.; and Thurston Jenkins, Barnes Michigan Corp.

The first meeting of the new organization will be held April 30.

### New York

The sixth sales symposium of the Sales Executives Club of New York, held Monday, April 12, was devoted to a discussion on "How to Pick Good Salesmen." Taking part in the discussion were: L. R. Boulware, vice-president and general manager, Carrier Air Conditioning Corp.; C. R. Dooley, manager of industrial relations, Socony-Vacuum Oil Co.; Frank W. Lovejoy, manager, service station sales, Socony-Vacuum Oil Co.; Walter G. Baumhoger, president, Certain-Teed Products Corp.; Geo. R. Lightowler, personnel consultant; Thorndike Deland, placement specialist; Sidney W. Edlund, president, Life Savers, Inc.; Gail Camp, Executives Service Corp.; Walter A. Lowen, placement specialist; and Richard C. Borden, sales manager, Borden Co.

John G. Goetz, Risk Research Institute, was recently elected to serve as chairman of the board of directors of the New York Management Council, to fill the vacancy left by the resignation of George W. Kelsey from that post. John W. Riedell, National Office Management Association, was elected secretary-treasurer of the organization to take the place of Walter K. Porzer.

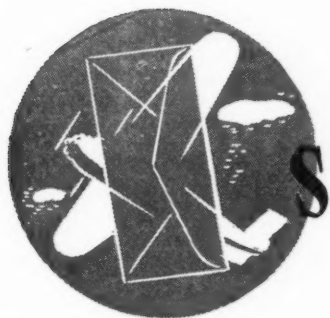
### Canada Dry Starts New Theme

"It's Gingervating" is the theme of Canada Dry ginger ale's Spring and Summer ad campaign to be launched under the direction of J. M. Mathes agency. Four-color ads in *S.E.P.* and *Life*, 174 newspapers of 149 cities, and outdoor posters for two, three, or four months in 115 cities will be used. Point of sales displays are also included.

Painted posters are scheduled for the New York area, too.

Copy will explain that "It's Gingervating" emphasizes four qualities of "the only ginger ale in the world made by the famous, patented Dr. Lloyd 'Liquor Ginger process.'" These qualities are: Supplying quick energy, soothing and inward refreshment, aid to digestion and "pick-up."

SALES MANAGEMENT



# SALES LETTERS

BY MAXWELL DROKE

## Could a Postmaster General Be Relieved of All Politics?

It was my privilege recently to have a most enlightening chat with Thomas Quinn Beesley, executive director of the National Council of Business Mail Users, Inc. Mr. Beesley, as you doubtless know, is on a front-name basis with virtually everyone in Washington who has direct, or even remote relation to postal affairs. And his comment thus takes on a special significance.

"Do you know," he pointed out in the course of our talk, "the Post Office Department could spend a million dollars annually



Maxwell Droke

to promote increased use of the postal service—and it would be only .0014 of its annual gross revenues!

"Some President of the United States," continued Mr. Beesley—"and it might well be Franklin D. Roosevelt—is going to appoint a non-political Postmaster General, whose business ability and administrative energies

can be devoted solely to the job of conducting the office as a non-political enterprise. Free the Postmaster General from politics; complete the work of converting the Postal Service into a career service by making it entirely non-appointive and wholly Civil Service; use modern business methods for increasing volume—and the problem is solved. It is as simple as that!

"The Post Office is not a money-making enterprise. . . . (The people) simply want this system administered with such efficiency that it shall offer them more and more accommodation, and tax them less and less."

—John Wanamaker, in his first year as Postmaster General (1889-90).

"And the incredible fact is that everyone in Washington who has anything to do with Postal affairs would welcome this solution. Congress (except for a minority of spoilsmen) would welcome it; the entire Postal personnel would welcome it; and, believe it or not, so would Mr. Farley! He would rank as our greatest Postmaster General, if he could be relieved of political activities. He is a first-class business man who has no illusions about his job, and knows that a Postmaster General cannot ride both horses—politics and Post Office Department.

APRIL 20, 1937

"Mr. Farley is staying on as Postmaster General only until the President can locate some non-political person who knows enough about the business requirements of the job to make the experiment—AND who is willing to make the necessary sacrifice to take it on. There are plenty of candidates, but no possibilities now in sight—and the White House is not interested in the candidates. Have you any suggestions for a Postmaster General? If you have, the President will listen most attentively!"

## These People Lean Backward to Avoid High-Pressure Stuff

In an era of high-pressure solicitation, with every magazine making frenzied efforts to hold its readers and gain new converts, I find this naive reminder from *Esquire* more than a little refreshing:

Dear Friend (We Hope):

"Your subscription to *Esquire*, that magazine which has been coming to you for many months, will expire with the forthcoming June issue.

"If your only reaction to that news is a sigh of relief, then the less we say about it the better you will like it.

"But if, as we fondly hope, you like the magazine, say, half as well as we do, then you'll want to take steps to avoid missing so much as a single issue.

"To make it as painless as possible, we have fixed up the enclosed renewal memorandum card which requires only your initials to keep *Esquire* coming.

"Renewing is as easy as that, although if you want to include your check at the same time, you may, but it isn't necessary."

## While These Get One Reader Huffy in the First Sentence

One of my friendly correspondents sends me a solicitation letter, addressed to him, and which he characterizes as "a horrible example of unadulterated gall." Let's see:

"To complete our records, we would appreciate having the expiration date of your automobile insurance. This will enable us to submit, at the appropriate time, our proposition which—even if you do not wish to consider it—will be a valuable check upon your present rate and service.

"For your convenience, if you so desire, you can return this letter in the enclosed reply envelope, with the information inserted in the space provided below.

"Thank you for your cooperation."

"This," says my correspondent, "may not be the worst letter of the year—but the year is young. It certainly irritated me more than anything I have received by mail for a long time."

To me, the letter does not seem so bad. Yet here is some rather striking evidence to consider. What is there here that has so disturbed the tranquillity of our correspondent? It must be, I think, that rather abrupt opening sentence. A sensitive reader

## Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

might get an impression here that the writer feels this information is *due* him, as a matter of course, rather than as a courtesy. Needless to say, I don't believe the writer entertained any such thought. But it just goes to show that, when you're seeking a favor, you can't be too careful.

A weakness of this letter—and a very common one, of course—is that it places too much emphasis upon the company's needs and desires—which are of little or no interest to the prospect. Of course it does bring in, though rather tardily, the value of a competitive proposal as a check-up. This seems to me, however, a rather ineffectual selling argument. I think a courteous, friendly, straightforward request for the information would have gotten this company much farther, and certainly should not have aroused active antagonism.

## A Collection Letter That Brought Answers in Jig-Time

Our esteemed contemporary, *Tide*, recently printed a collection letter which so delighted us that we are reproducing it here, for the benefit of those who may have missed the original presentation.

The letter was used by Mr. A. S. Foster, promotion manager for radio station WWL, New Orleans, and we learn that it brought checks from 50% of the people to whom it was sent—which is not surprising when you consider the unusual approach. This is one of those "last resort" letters, sent to debtors who have proved themselves immune to the usual appeals. Beautiful in its simplicity, it reads:

"Dear Mr. . . . . .:

"Will you please send us the name of a good lawyer in your community—we may have to sue you.

"Yours very truly,"

\* \* \*

A brochure that catches our fancy is announced by M. M. Pochapin, Inc., New York Novelty musical instrument house. "After three decades," explains a bulletin from the firm, "the kazoo has achieved the unique position of being a staple novelty, internationally appreciated for its educational and entertainment value.

"Instruments embodying the kazoo principle pictured in the brochure include the Meg-Azoo, which combines the essential features of kazoo, megaphone, and hat." We can't wait to order our MegAzoo. We'll be the most sought-after lad on the block.

[ 873 ]





That's the effect of a Redipoint when sent to preferred prospects prior to your salesman's call. A cordial welcome and pleasant interview often follow.

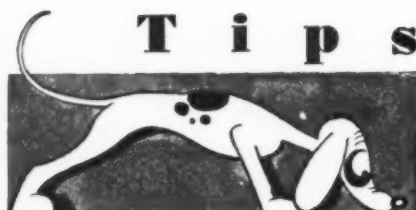
Reception room delay, "sparring" for a hearing, is minimized. This saving in time more than pays for the small cost.

During the twenty years we have made Redipoints, many shrewd advertisers have proved the effectiveness of this business builder.

Write us for a REDIPOINT promotion plan for your business.

**BROWN & BIGELOW**  
Remembrance Advertising  
SAINT PAUL, MINN.

**Redipoint.**



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

### 25,000 Salesmen—or 5—Ready for Action, Coast to Coast

Sales and advertising executives who have not familiarized themselves with the broad scope of service available through the nationwide organization of distributing agencies, the Advertising Distributors of America, Inc., have an excellent opportunity to discover the working practice of a truly tremendous force through a new book, "1937 Manual of Services of A.D.A."

It is not taking the edge off the contents of the book itself to quote here briefly these jobs which can be done by five or 25,000 A.D.A. men on practically no notice at all: Distribute your samples . . . place advertising in your prospects' hands . . . make surveys among dealers or consumers . . . actually sell your merchandise . . . delivering and collecting payment . . . put up displays and merchandise your advertising.

Actually, of course, sufficient notice is required to make sure the plan needed is in working order, and from examples cited in this book the staff work of the A.D.A. organization leaves nothing to chance. Some of the examples of special sampling jobs alone are fascinating in their employment of time, weather or other factors which affect sales—as for example the case of the cough drop manufacturer whose samples were delivered forty-eight hours after temperatures under forty degrees. And the manufacturer who had ice cream, packed in dry ice and distributed in A.D.A. trucks, sampled to homes between the hours of five and seven p.m. on the first warm Summer evening! And the face powder, sampled in six shades, so that each woman was permitted selection of her favorite color.

Sales executives in particular are invited to consider the use of the organization in contacts with dealers, where new products are to be introduced, special deals offered, advertising campaigns merchandised, even sales developed in territories needing timely attention. Such service is available to large or small firms, with or without completely organized sales organizations of their own.

The book concludes, after detailed information on these and other phases of the marketing work offered, with case histories of jobs done for the Pacific Coast Borax Company, introducing "Boraxo" to the retail trade in 32 states before national advertising broke, with A.D.A. men trained in complete Boraxo sales talks; for S. Gumpert Company, the complete job including calls on 23,960 dealers, with assortments of Butterscotch Cream Dessert sold off-car for cash to 9,875 dealers, and many other display, sampling, and testing of new outlets jobs; for The Knox Co., Los Angeles, distributing 10,500,000 booklets to homes in

40 states, with additional contacts of retail druggists, chains and jobbers.

For this unique book, distribution of which is limited to sales and advertising executives, write J. B. Barry, Advertising Distributors of America, Inc., 444 Madison Avenue, New York City.

### Janesville (Wis.) Market Data Available in Novel File Form

Market and media information on the Janesville, Wisconsin, trading area is available in a form which is worthy of adaptation on a wide scale. A file-size nine-division folder has just been prepared by the Janesville Gazette and Radio Station WCLO, equipped at the start with a variety of loose-leaf pages of data properly filed and indexed, and to be added to during the year as new information becomes available. This folder, entitled "Keeping You Posted in 1937 on Janesville's \$65,000,000 Market," contains division sheets tabbed: (1) Market Data, General; (2) Circulation and Market Influence; (3) Employment; (4) Buying Trends; (5) Farm Data; (6) Automobile Registrations; (7) Merchandising Cooperation; (8) Printing Mechanics, and (9) Radio. Each division contains one to six sheets of data, with the exception of the file on Radio, for which data will presumably be forwarded to names on the list shortly. Statistical pages, such as those giving employment and income data, are dated, to show age of figures. For executives sufficiently interested in the Janesville and southern Wisconsin market to want to follow this area closely, the folder can be adapted to general sales-advertising needs. Copies of the folder available on request to Thomas G. Murphy, the Janesville Gazette, Janesville, Wis.

### Better Control for Auto Costs

Runzheimer & Co., of Chicago, has just issued a booklet entitled, "A Common-Sense Plan for Controlling Auto Costs." This organization is originator of the so-called "Runzheimer Plan" now in use by many large operators of motor fleets. In this booklet the statement is made that only one salesman in ten who uses his own car on company business is properly reimbursed.

Eighty per cent of them, it is claimed, are overpaid and ten per cent underpaid. The booklet analyzes the reasons for the errors in compensating men, explains how the plan operates, and lists a large number of users of the plan. Among them are such well known names as Aluminum Goods Mfg. Co., Bucyrus-Erie Co., A. M. Byers, Co., Celotex Corp., Hart, Schaffner & Marx, Kellogg Co., Link-Belt, Mantle Lamp, Minneapolis-Honeywell, National Gypsum, Orange-Crush, Phoenix Cap, Ralston Purina, Rand McNally, Squibb, A. Stein and Yale & Towne Mfg. Co. Requests for the booklet to R. E. Runzheimer, 220 No. LaSalle Street, Chicago.

### WDRC Merchandising Service

Merchandising service is apparently becoming firmly established in the field of radio advertising, as it has long been used by newspapers and magazines to aid national advertisers. While the networks have kept hands off this subject, some individual stations are setting up merchandising service organizations and policies to suit local market conditions. One of the most recent announcements comes from Station WDRC, the CBS station in Hartford, Conn. All details of its service have been covered in an attractive booklet, "WDRC Radio

## PHOTOSTATS

### COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET  
233 Broadway 56 Pine St.  
80 Maiden Lane 33 W. 42nd St.  
Dlgbly 4-9135-6-7-8

### SALES CONTESTS

#### Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

**SALES CONTESTS, INC.**  
10th Floor American Bldg., Dayton, O.

### PERSONAL NOTICES

To Magazine Printer About to Go Mad: Do your clients swear at you over the telephone, believe that nobody in your shop can read English, and threaten each press day to give their sheet to the Whoosis Press, so-help-them-gawd, before another sun has set? Do you swear at your clients over the telephone, hold the presses to correct their hare-brained mistakes, believe that they don't know a split fountain from a water-fall, and threaten each press day to trade in your plant for a second-hand push-cart? Young woman with hectic experience on both sides of the fence guarantees, as liaison officer, to make the lion and lamb lie down together—to solve printer-client problems before they become calamities. Why not let her do your going mad? Address Box 800, SALES MANAGEMENT, Inc., 420 Lexington Avenue, New York, N. Y.



*Merchandising Service*," which is somewhat exceptional in its definition of services performed and cost of these services. Number and location of dealers included, letters, display cards, display windows, personal contact (for service, not sales) in the field, publicity through radio and type, are essential features. For these a flat weekly charge is quoted, on a non-profit basis. Additional services, including sampling and coincidental telephone surveys available, at a price. Good information to have. Requests to William F. Malo, Station WDRC, Hartford, Conn.

### Holland's 1937 Study of Southern Markets Available

The annual study on southern markets issued by *Holland's Magazine*, Dallas, has just been published. "Southern Market Facts and Circulation Analysis, 1937" is the title of the 60-page book, which has been planned to provide an accurate appraisal of the market, and a tool for use in planning a sales approach. It is stated at the outset that over the past five years, the South's rate of growth has exceeded the nation's in such significant items as population, manufacturing, residence and industrial construction, department-store sales, bank clearings, port tonnage, highway construction, truck and bus transportation, paid income taxes, automobile sales, employment and wages, oil production and refining, agricultural improvement and farm income, life and other personal insurance, electric refrigerator sales, electrical customers, domestic use of electricity, power expansion, freight carloads of manufactured merchandise, and harbor, canal and other waterway improvements.

With that as a start, the study provides 12 pages of comparative statistics, part in chart form. An important section concerns data on the small-town character of the southern markets, and the relatively greater retail sales importance of southern small towns than those of other sections of the country. Emphasis is laid on the importance of correctly gauging the usual buying power factors when applied to southern localities, income, etc. Living costs, lower here than in the North, are likewise cited. The concluding pages give a city or town population and circulation count; and a county count of circulation, native white families, and new car sales, for all fifteen states.

Copies of this study will be sent sales and advertising executives on request to W. D. Matthews, *Holland's*, Dallas, Texas.

### \$40,000,000 Tourist Crop Booms St. Petersburg Market

One of the best known Winter resorts of the country, St. Petersburg, Florida, operates under the difficulty of convincing national advertisers that its 50,000 population deserves considerably more recognition in national schedules because of its large and free-spending tourist influx which brings the total up to over 200,000 during prime months. A market study which thoroughly covers this and other points has recently been issued, in filing folder form. An eight-page analysis of the market is bound into the folder, which is to be added to from time to time by additional sheets sent direct from the publishers, St. Petersburg Newspapers' Service, representing the *Times* and the *Evening Independent*. Tourist spending is estimated at \$40,000,000, giving additional 12-month spending power in a county which is well provided with commercial and industrial business. For

the folder and additional market data as issued, write Miss Vivian Selter, St. Petersburg Newspapers' Service, St. Petersburg, Fla.

### AGMA Surveys Pricing Law

A condensed report of "The Attitude of the Grocery Industry toward the Robinson-Patman Act and Related Distribution Problems," is now available in pamphlet form.

The survey, compiled by Carrol and Pelz for Associated Grocery Manufacturers of America, was made from replies to questionnaires sent to 511 grocery manufacturers, distributors and retailers. The pamphlet contains significant facts brought out by the survey, an analysis of the results of the survey, individual comments from the questionnaires, and a brief statement of the methods employed in conducting the survey.

Copies of the pamphlet are available for 25 cents. Write Associated Grocery Manufacturers of America, Inc., 205 E. 42nd St., New York, N. Y.

## Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

#### OPPORTUNITY! for a capitalist with VISION

In these days of mass production and mass distribution, certain trends are manifesting themselves which point the way to a new kind of opportunity in the chain-store field—and with special reference to food, drugs and hardware. The particular plan which is the subject of this advertisement gives much assurance of reducing prices to the ultimate consumer, and this regardless of price maintenance and similar legislation. It is a plan conceived and developed by executives with many years of experience in the field of marketing. Within a year's time, the business in question should be doing in excess of \$25,000,000 per annum and should be netting not less than 2% on this gross. Ultimate possibilities run into the hundreds of millions gross sales. Initial capital required can range from \$1,000,000 to \$2,000,000, at the option of the capitalist principal. Inquiries are invited from individual principals who are able to handle the entire financing personally. Address Box 527, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### EXECUTIVES WANTED

WANTED — TO CORRESPOND WITH A sales executive who has the character, intelligence, education, experience, and appearance to contact major corporate officials on an equal footing. Send all information in first letter. This correspondence may lead to a desirable salaried position with a large growing organization in the middle west. Box 523, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 27 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

#### HELP WANTED

WANTED—MAN INTERESTED IN CREATIVE writing, preferably college trained, who has been selling gasoline and oil at retail. Opportunity to combine inclination with experience in a new and interesting field. Outline training and experience in detail and enclose recent snapshot. Box 524, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### Sorry, Lincoln Journal & Star

Editor, SALES MANAGEMENT:

PLEASE REFER PAGE 460 MARCH 1 ISSUE SALES MANAGEMENT ARTICLE BY BRASS TACKS IN WHICH STATES LINCOLN JOURNAL AND STAR CIRCULATION 41,000 STOP JOURNAL-STAR CIRCULATION LAST ABC REPORT OVER 68,000.

W. W. WHITE, N'l Adv. Mgr.,  
Lincoln Journal and Star,  
Lincoln, Neb.

(SALES MANAGEMENT and its correspondent, Brass E. Tacks, regret exceedingly the misstatement of circulation figures for Lincoln's great daily combination. The figure quoted in the article was for the combined issues of the *Journal* alone. The combination of the two *Journal* issues and the *Evening Star* is 67,696. A line rate of 21 cents, covering insertions in morning and evening *Journal* same day or evening and following morning and the choice of any week-day insertion in the *Star*, permits the staggering of a schedule over six days.)

#### HELP WANTED (Cont'd)

YOUNG MAN WHO HAS BEEN SELLING merchandise at retail but whose training and interests are in creative writing, may find here an opportunity to combine experience and inclinations in a new and interesting field. Outline training and experience in detail, and enclose recent snapshot. Box 525, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION — ASSISTANT SALES manager long established nationally known manufacturer of small leather goods, ladies' handbags, toilet sets, men's billfolds, etc., for retail, premium and advertising use, needs the services of a young man capable of producing business—getting sales promotion literature, merchandising plans and ideas that tie in with our sales force and dealers. Give age, education, experience, reference and salary ideas. Box 528, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### LINES WANTED

TRANSCRIPTION MANUFACTURERS AND sound-slide film producers are interested in representing manufacturer of projection, playback and general sound equipment. Modern showroom, studios and organization well-equipped to handle a first class line. Box 526, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### PHOTO AD CARDS

FOR IMMEDIATE CASH RESULTS TRY Photo-Ad-Cards—the newest and most powerful sales messenger you can use. Learn how others are harvesting profitable business with Photo Ad-Cards. Samples Free. Write, GRAPHIC ARTS PHOTO SERVICE, Third and Market Sts., Hamilton, Ohio.

#### POSITION WANTED

AGGRESSIVE, SELF-STARTER OF ENERGY and driving power wants connection as district sales manager or salesman with reputable firm. Age 32, 7 years successful selling experience. Excellent education and references. Must be able to earn minimum \$5,000 annum. Box 529, SALES MANAGEMENT, 333 North Michigan Ave., Chicago, Ill.

#### RESPONSIBLE POSITIONS

OUR STRICTLY CONFIDENTIAL AND PERSONAL method conducts negotiations for high-grade positions. Each case prepared and executed separately. Employment and identity protected. Moderate cost. If you have earned over \$2,400 yr. write Dept. G, Craig & Gravatt, Schaff Bldg., Philadelphia, Pa.

# COMMENT

BY RAY BILL



**T**HE REGIMENTATION OUTLOOK: Some observers look upon the steadily growing influence of Labor on both the legislative and administrative side of government and upon the recent progress of CIO in particular as portending a high degree of regimentation within the ranks of Labor itself. Some also hold that the President's proposal for reorganization of the Supreme Court and the pending proposals to bring forth a new NRA and AAA represent moves of great significance as regards governmental regimentation not only of business but of society as a whole. That these developments are significant hardly seems debatable. But there is at least a possibility that other recent occurrences indicate a different trend.

In France, where the sit-down strike first assumed nationwide significance although the strategy actually originated in Poland, the national government has outlawed the sit-down strike. This was done with the consent of the French Labor leaders, who became thoroughly conscious, under actual experience, that the sit-down tended to create not only quasi-anarchistic conditions in industry, but also to wreck union leadership in a national sense. The abolishing of sit-downs in France was effected without casualties.

The incident at Hershey, Pa., where farmers and non-strikers physically evicted sit-downers; showed beyond doubt that the sit-down technique falls far short of having universal public support. The latest developments in Ontario, Canada, again demonstrate that whole-hearted public support is not being given to the sit-down.

In Belgium the recent election produced a surprisingly small vote for the defeated Fascist leader—and Fascism comes close to being the epitome of regimentation.

In Washington, it is easy to discern a new degree of apprehension about (1) a continuance of excessive spending, (2) continuation of a greatly unbalanced budget which for solution requires either large appropriation economies or increased taxes, and (3) the necessity for increasing the interest rate on government bonds, chiefly as a result of the inflationary trends fostered by unbalanced budgets.

To be sure, only three factors have been cited which may presage a turn of the tide as regards regimentation. But there are other incidents and developments which seem to point toward a similar conclusion. Consequently, we make bold to predict that the pendulum has already definitely swung back from the kind of regimentation which

was quite naturally generated during a great depression crisis. We predict further that this significant change is not pertinent to the United States alone but is in fact a world-wide development.

If this analysis is accurate, it is of great importance not only to business in general but to sales executives in particular. It means that we are moving into a period of considerably increased and much better stabilized purchasing power, as well as into a period where there will be less regimentary interference with *legitimate* business methods and, therefore, wider and more certain opportunities for carefully planned but substantially expanded sales and advertising programs. In short, sales executives can stay bullish for a considerable time to come.

◆ ◆

**C**OOPERATIVE PUBLIC RELATIONS: Very possibly beer was put on a  $\frac{1}{2}$  of 1% basis during the prohibition period because the public relations of the brewing industry as a whole were conducted in an ineffective or badly advised manner. However, ever since beer has been nationally re-legalized, there has been talk about the development of a cooperative public relations program by the brewing industry as a whole. This idea has now come to fruition in that the industry has currently established what is known as The United Brewers Industrial Foundation. It is chartered to interpret the public to the industry and the industry to the public.

Here, then, is an industry which clearly recognizes that it can develop soundly only if the public interest and the private interest coincide. When an industry representing employment of about 850,000 people and involving an investment estimated in excess of a billion dollars recognizes its public responsibility in so tangible a manner, it is not only making history for its own particular field—it is also charting a course which might be well copied by many other industries which have not as yet recognized that they too have a far-reaching public relations problem on which their future success in no small degree depends. It seems probable, moreover, that when many industries are conducting public relations programs based on fact and premised on integrity, the public and governmental attitudes toward business as a whole and toward specific industries will be materially changed and for the common good.

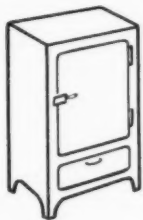






# How Old Were You?

when you bought...



YOUR REFRIGERATOR?

fill in your age



YOUR HOME?

fill in your age



YOUR RUGS AND OTHER FLOOR COVERINGS?

fill in your age



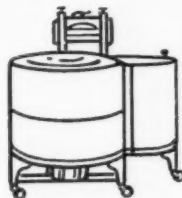
THE BULK OF YOUR INSURANCE?

fill in your age



YOUR PIANO?

fill in your age



YOUR WASHING MACHINE?

fill in your age



YOUR FURNITURE?

fill in your age



JUNIOR'S BABY CARRIAGE?

fill in your age

## From 25 to 35 is the "AGE OF ACCUMULATION"

In these expanding years, people buy more necessities, more luxuries than in any other period of their lifetime

OF COURSE, if you have a private yacht anchored off Newport—or even a paltry \$25,000 income, you will go on buying heavily far past 35.

The rest of us are born, grow up, marry, raise children, grow old and die—according to a pattern.

Woven into this life pattern are the ten years when people do their heaviest buying—between 25 and 35.

During this period, when homes are being established, people buy

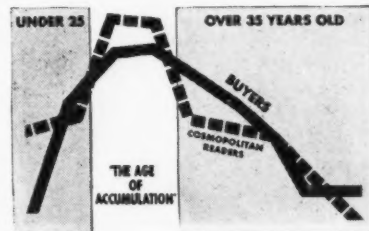
most of their permanent possessions. Nearly every cent of family income goes into rugs, radios, refrigerators, washing machines—and a long list of goods.

By selecting media and writing copy that will reach this buying group, advertising effectiveness can be increased.

As to media, Cosmopolitan, of all the large national magazines, most nearly parallels the market for goods.

It selects readers by their ages in almost exact proportion to their buying. There is no finer medium for selling people between 25 and 35 in the "Age of Accumulation."

### MORE BUYERS AND MORE COSMOPOLITAN READERS IN THE "AGE OF ACCUMULATION"



COMPOSITE CHART OF COMMODITY BUYERS  
People between 25 and 35 buy 35.2% of all radios, new cars, vacuum cleaners, floor coverings, refrigerators, ranges, washing machines, homes—so over 100,000 separate purchases show. Note how closely Cosmopolitan's readers parallel this group in the "Age of Accumulation."

(Figures from surveys by Market Research Corp. of America, a leading automobile finance company and Starch magazine studies.)

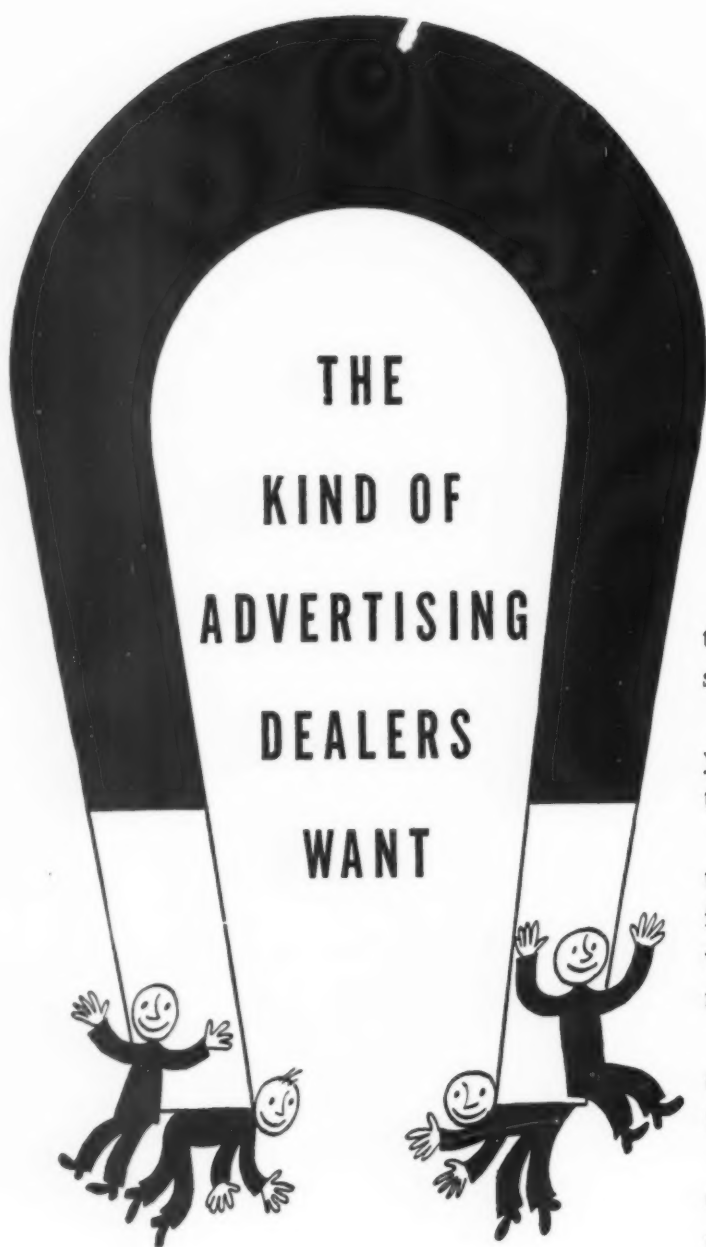
# Cosmopolitan

IT PEAKS HIGHEST IN THE "AGE OF ACCUMULATION"



COSMOPOLITAN IS EDITED TO ENTERTAIN AN INTELLIGENT, ACTIVE AUDIENCE. IT PRINTS MORE BEST SELLERS AND TOP-RANK SHORT STORIES THAN ANY OTHER MAGAZINE.

Copyright, 1937, Hearst Magazines, Inc.



Some campaigns may be run to impress retailers but the ones that click with them are those which impress their customers

A campaign may stretch thinly from the Pacific to Polaris but when profits are tied up in a stock of goods the dealer's viewpoint is parochial.

To sell consumers in localized markets, retailers prefer newspaper advertising to all other kinds of sales promotion. To help your dealers sell more, place your advertising where they can take maximum advantage of it.

Put it in the newspaper—the advertising medium of dealers and salesmen.

The newspaper is the universal medium. It reaches practically all of your prospects in your dealers' terri-

tories. It gives not only localized circulation but it is sought when consumers are actively planning to buy.

Chicago is a good market in which to localize your advertising. Its sales potential is huge enough to merit concentrated attention.

You can take maximum advantage of selling opportunities in Chicago by scheduling your advertising for the Chicago Tribune. It is the one newspaper which is read by the majority of all the families in metropolitan Chicago.

Because it has more circulation and packs more sales power per copy, the Tribune prints more advertising than any other Chicago newspaper.

Great as is the Tribune's lead in advertising over other Chicago newspapers, no advertiser has yet pushed to the limit the Tribune's ability to produce volume results.

To help your dealers to cash in on your advertising to the fullest extent, concentrate it where they look for sales. In Chicago, you can do it with maximum effect at lowest cost by scheduling your advertising for the Chicago Tribune.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Tower, Chicago

220 E. 42nd St., New York

5-167 General Motors Bldg., Detroit

820 Kohl Bldg., San Francisco



THE SALESMAN'S MEDIUM